



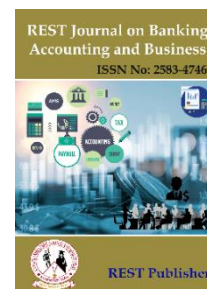
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A Review on Cross-Cultural Management using the DEMATEL Method

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Abstract: Cross-cultural management refers to the practice of managing people and teams from different cultural backgrounds in a way that takes into account their unique perspectives, values, behaviours, and communication styles. It encompasses the strategies, policies, and practices that organizations implement to effectively deal with the challenges and opportunities that arise when working in a diverse and multicultural environment. Key aspects of cross-cultural management include: *Adaptability and Flexibility:* Managers and team members may need to be adaptable and open to new ways of doing things. This includes being willing to modify approaches or practices to accommodate different cultural norms. *Inclusivity and Diversity:* Promoting inclusivity means creating an environment where individuals from all cultural backgrounds feel valued and included. This involves policies and practices that support diversity and prevent discrimination. *Training and Development:* Providing training and development opportunities that address cross-cultural competency is important for both managers and employees. This can include cultural sensitivity training, language courses, and intercultural communication workshops. *Global Mindset:* Having a global mindset means being open to different perspectives and approaches, and being able to work effectively in a global context. It involves a willingness to learn from and collaborate with individuals from diverse cultural backgrounds. *Cross-Cultural Teams:* Managing teams that are composed of members from different cultures requires special attention. This may involve team-building activities, clear communication channels, and the establishment of common goals and expectations. *Legal and Ethical Considerations:* Cross-cultural management also involves being aware of and compliant with legal and ethical standards in different cultural contexts. This includes understanding labor laws, human rights, and business practices in different regions. Effective cross-cultural management can lead to a more inclusive and productive work environment, increased creativity and innovation, and improved relationships with clients and partners from different parts of the world. It also helps organizations tap into the diverse perspectives and talents of their workforce, which can lead to competitive advantages in today's global business landscape. Cross-cultural management research holds profound significance in today's interconnected global economy. As businesses expand their operations across borders, the ability to navigate cultural diversity becomes paramount. This research sheds light on the intricacies of managing teams with varying cultural backgrounds, addressing communication nuances, and understanding diverse work ethics. It equips leaders and organizations with the insights and tools necessary to harness the strengths of multicultural teams, mitigate conflicts, and foster a collaborative and inclusive work environment. Moreover, cross-cultural management research aids in crafting effective market entry strategies, ensuring compliance with diverse legal frameworks, and building a positive organizational reputation on the global stage. Ultimately, its impact resonates in improved performance, enhanced innovation, and sustained success in an ever-evolving international business landscape. The Rank using the DEMATEL for Cross-Cultural Management. Global Mindset is got the first rank whereas is the Cross-Cultural Teams is having the Lowest rank.

Keywords: MCDM, Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility

1. INTRODUCTION

Cross-cultural management as evidenced by numerous paradigms and centres (e.g., Redding, 1994; Zackman and Phillips, 2004), cross-cultural management research has been produced under various influences. It includes several presumptions, definitions, and sometimes even directives. The term "cross-cultural governance" refers to

a body of research as well as the practise of performing comparisons across countries, intercultural communication, especially diversity research studies, including specialised research on national culture, organisations, especially subsidiary positions. The term cross-cultural research on management has been criticised for being in its infancy, with arguments concerning its "paradigm maturation" and the positivist paradigm's alleged dominance (Jackson and Aykon, 2006; Jack et al., 2008). These criticisms have spurred an investigation into fresh or distinct paradigms. [1]. The field has been active since the early 1990s (Boyasikiller et al., Adler, 1991), and diverse voices have gained prominence in recent years. In this special issue, papers from various paradigms have been included, all of which assert their value in providing different insights for educators and practitioners in cross-cultural management. Consequently, this special issue has two primary objectives. Firstly, through our editorial introduction, we aim to spotlight the paradigmatic diversity in cross-cultural management and underscore its inherent multi-paradigmatic nature, an aspect that has not received much attention thus far [2]. Secondly, we aim to address the existence of competing paradigms in cross-cultural management research, akin to the situation in organizational studies two or three decades ago. Some of these paradigms and their respective studies are underrepresented in academic publications, education, and practice. Hence, we seek to advocate for research conducted from various paradigms, employing lesser-known research approaches and mechanisms for cross-cultural management. More specifically, the studies included in this special issue represent four different paradigms and provide an exploration of less-traveled research paths [3]. Drawing from Zackman and Phillips (2004), three streams of research can be discerned in Cross-Cultural Management. The first focuses on acceptance studies, employing a cross-national comparative perspective to investigate variations in values across countries. Notable work in this area includes Hofstede (1980). This stream of research is generally aligned with the positivist paradigm, associated with well-known researchers like Hofstede (1980; 2001), Schwartz et al. (1994), and House et al. (2004). The second stream of research centers on cultural interactions, often examining the processes and practices related to culture at the national level within an organization [4]. Culture in this context is sometimes viewed as a dynamic and creative process or as a social construction (e.g., Branen and Salk, 2000; Kleinberg, 1994). Anthropological perspectives, such as those of Geertz (1973) or Kluckhohn and Strodtbeck (1961), have influenced research in this stream. It is acknowledged that research in anthropology can be both descriptive and positive, providing formal precedents for the study of culture within organizational systems in a descriptive manner. In this introductory editorial, our aim was to spotlight various key stances within cross-cultural research methodologies in management, while also acknowledging their disparities [5]. Our goal is to contribute to the advancement of understanding in the field. While there exist distinct paradigms (as noted by Burrill and Morgan in lieu of Early, 2006), their significance is not only acknowledged but also valued equally for their unique contributions to knowledge acquisition from diverse standpoints. Through this specialized issue, we present instances of research grounded in four primary paradigms, along with examples of less explored research trajectories within each. We aspire to foster a broader range of voices, especially those offering critique and alternative perspectives, to engage in collaborative and constructive dialogues [6]. We believe this approach will equip researchers in the cross-cultural management domain to comprehend and integrate various paradigmatic approaches, ultimately leading to innovative insights from diverse research perspectives and precedents within a single study (for instance, as exemplified by Harris, 2000; Romani, 2008; Schultz and Hatch, 1996). We are confident that this will significantly enhance the depth of intercultural management discourse. Cross-cultural management is the field of study that focuses on managing in environments where individuals from different cultures work together. It encompasses understanding the cultural perspectives of individual managers and organizational members, as well as the influence of social subcultures on managerial approaches and control practices [7]. This discipline entails effectively leading teams in a manner that takes into account the diversity in clients' cultures, practices, and preferences within a global or multinational organizational context. Many groups must devise strategies to adapt their methods, especially in scenarios where physical distance is a significant factor in interactions. Cross-subcultural management occurs when a supervisor oversees employees from their own subculture, or when team members come from distinct cultural backgrounds. There are various ways in which multicultural teams can be formed. Companies might have branches in different countries that are managed by individuals located near the headquarters [8]. In other cases, remote workers spread across the globe may be managed by someone in a different country. Working with individuals who have migrated from various countries and have experienced different cultural contexts adds another layer of complexity. Example - Coca-Cola's Distribution Strategy in African Countries An excellent instance of successful expansion into new territories is demonstrated by the multinational corporation, The Coca-Cola Company. While Coca-Cola is a globally recognized brand and has established a presence in nearly every country on Earth, this achievement wasn't guaranteed; it was the result of astute global management. When Coca-Cola ventured into the African market in 1929, it became evident that significant adaptations were needed. This was especially true in the realm of distribution, as the same methods and channels that were effective in other markets didn't translate well to African countries. This case highlights the importance of tailoring strategies to fit the unique cultural and logistical challenges presented by different regions [9]. One of the major franchise partners of Coca-Cola in South Africa, headquartered in the country, played a pivotal role in formulating crucial distribution strategies in that region. In

1999, an iteration of the Micro Distribution Center (MDC) was introduced in Ethiopia as a means to deliver products to small local stores, street vendors, and various micro-enterprises. Coca-Cola enlisted marketers to manage these distribution centers, who in turn hired dedicated representatives responsible for the outlets in their respective areas. Distributors employed various methods to ensure the product reached small businesses, including manually carrying small loads, using wheelbarrows, or even utilizing canoes. These vendors were typically members of the local community with a deep understanding of and reliance on community networks. Over the past two decades, the MDC model has proven highly successful and is currently implemented in 19 African and Asian countries [10].

Coca-Cola's readiness to develop and adapt new management protocols to suit the preferences of specific localities has solidified its position as a resilient brand, even in challenging markets. Leaders contemplating the inclusion of talent from other parts of the world into their senior management teams have taken a significant step. They recognize the wealth of global skills available. While many Western corporations have already acknowledged the value of a diverse global skill set, some may be lagging behind or have yet to consider it. Such companies might not be aware that they are missing out on opportunities. Once the concept of a global talent pool is understood, the next step is to establish a framework for creating a globally diverse management team [11]. Expanding one's perspective doesn't mean overlooking the talent readily available within one's own vicinity. Forward-thinking organizations offer comprehensive talent development programs that nurture potential and emerging leaders both locally and internationally. Selecting international managers should commence with a clear understanding of the essential elements for success in the role. This encompasses not only international management skills like adaptability, flexibility, comfort with uncertainty, and curiosity, but also the technical proficiency necessary for precision work. As expectations may vary significantly between the home country and the host country, they often need to be aligned. A third-party assessment conducted by a knowledgeable professional can be beneficial. Once performance benchmarks are established, greater emphasis on coordination can expedite the individual's ability to take action and yield results. Efficient communication and effective collaborative utilization of resources are equally critical for long-term retention. This is particularly crucial in situations involving cross-cultural transitions, where instances of "missteps" may occur more frequently than usual [12]. Once the appropriate executive is chosen for the global management position, special attention must be given to the challenges of operating in a new cultural setting. To cultivate competencies within multinational corporations, talent must be sourced from both local regions and across the globe. However, given the historical legacies of colonialism and diaspora, limited awareness of neighboring cultural norms and practices, along with misinformation and misunderstandings among individuals with specific cultural orientations, can lead to untapped potential and reduced positive contributions. A cultural practice deeply ingrained and respected in one country may cause offense in another [13]. This can create challenging working conditions that hinder collaboration and impede progress towards organizational objectives. In today's era of globalization, geographical borders have become less significant, facilitating unrestricted interaction among individuals from diverse countries and regions. The internet serves as a powerful tool, allowing us to connect with anyone around the world at any given time, transcending barriers. With the globalization of business, companies are increasingly embracing a workforce comprising individuals from various ethnic backgrounds. Employers are now more inclined to consider candidates from any part of the world as long as they meet the skill requirements. This underscores the critical importance of cross-cultural management [14]. The Executive Post Graduate Program in HRM extensively covers the intricacies of overseeing teams comprised of individuals with diverse cultural and national backgrounds. For more detailed information about this course, please refer to our website. As businesses progressively recruit personnel from different countries, it has become customary for employees with distinct cultural backgrounds to collaborate within the same professional setting. When an organization brings together such culturally diverse individuals, it's imperative to recognize that they bring with them unique traditions, customs, languages, and practices. There are various scenarios that lead to the presence of a multicultural workforce. At times, teams dispersed globally are managed from a central headquarters [15]. Alternatively, culturally diverse employees might be co-located in the same physical workspace. Consequently, cross-cultural management has evolved into an indispensable facet of many contemporary organizations. Managers must acknowledge that these individuals may require a different approach. It is essential to be cognizant of their cultural disparities and engage with them accordingly. Language barriers can occasionally pose significant challenges, necessitating clear and unambiguous communication. Given the diversity in traditions across regions, it is advisable for the company to respect and accommodate these differences in their interactions with employees. Even seemingly innocuous gestures can be subject to varying interpretations in different cultural contexts. In such environments, effective cross-cultural management is pivotal to ensuring productive collaboration [16].

2. MATERIALS AND METHOD

Global Mindset: The capacity for people and organisations to think and act from a broad, diverse perspective is referred to as having a global mindset. that transcends national borders. It involves a deep understanding and appreciation of different cultures, markets, and perspectives. Individuals with a global mindset are open to diverse ideas, adaptable to change, and can navigate complex international environments. They possess the skills to communicate effectively across cultures and are sensitive to the nuances that may impact business decisions on a global scale.

Cross-Cultural Teams: Cross-cultural teams are groups consists of people from many cultural origins cooperating to achieve a shared objective. These teams bring together diverse perspectives, experiences, and approaches to problem-solving. While they offer the potential for rich creativity and innovation, they can also face challenges related to communication, differing work styles, and varying interpretations of tasks. Effective management of cross-cultural teams involves creating fostering honest debate, being inclusive as polite, and utilising the individual capabilities of every staff member.

Conflict Resolution: Conflict resolution encompasses the processes and strategies employed to address and resolve disputes or disagreements within a team or organization. It involves identifying discovering mutually acceptable solutions, encouraging open and constructive dialogue, and identifying the underlying causes of problems. The ability to resolve conflicts amicably is essential for preserving a productive workplace. and ensuring that disagreements do not escalate into larger issues that can negatively impact productivity and morale.

Legal and Ethical Considerations: Legal and ethical considerations involve adhering to the laws and moral principles that govern business practices. This includes compliance with regulations related to areas such as labor, privacy, intellectual property, and corporate governance. Operating within legal and ethical boundaries not only ensures compliance with the law but also contributes to building trust and a positive reputation within the business community and society at large.

Adaptability and Flexibility: Adaptability and flexibility are vital traits for individuals and organizations in today's rapidly changing global landscape. It refers to the ability to adjust to new conditions, challenges, and environments. This includes being open to new ideas, processes, and technologies. An adaptable and flexible approach allows businesses to respond effectively to evolving market demands, technological advancements, and shifts in consumer behavior. It also enables individuals to thrive in dynamic and uncertain work environments.

Method: The DEMATEL technique aids in pinpointing specific problems and feasible solutions within a hierarchical framework. It uncovers the interconnections among organizational elements, revealing cause-and-effect relationships. The use of directional diagrams is emphasized due to the influence of these elements [17]. Operating on the fundamental principles of DEMATEL, this approach employs a visualization method to analyze and resolve issues. It adopts a motivational diagram format, illustrating causal relationships to quantify the interplay and influence between factors. By scrutinizing the visual connections among conditions and formal factors, they are categorized into causal and effect groups. This approach provides researchers with a clearer understanding of the relationships and complexities involved in solving computer-related problems [18]. The DEMATEL system integrates emergency management seamlessly. Notably, this method obviates the need to convert fuzzy numbers before applying DEMATEL. Consequently, it accurately captures the uncertainty inherent in estimations. Our application of DEMATEL yields the final results derived from distinct features in each combined BPA [19]. The DEMATEL method, employed in the Results Testing and Evaluation Laboratory, serves as a potent tool for aggregating group knowledge to construct a structured model and visualize subsystem causal relationships. However, it's noted that smooth values may not entirely capture the ambiguity inherent in the real-world context [20]. DEMATEL scrutinizes the interdependencies among stocks and investment factors, incorporating ANP to assess their magnitudes and dependencies. The process first establishes network relationships through DEMATEL, then assigns increased weightage based on ANP applications for each factor. Finally, a systematic data collection procedure is delineated [21]. Effectively calculating the effects between criteria, the DEMATEL method adeptly segregates complex components into sender and receiver systems. This method offers a refined technique for selecting the management tool, factoring in transparent priority weights among alternative configurations [22]. The DEMATEL method evaluates barriers, both affective and causal groups, which may indicate bias or influenced group barriers. Therefore, prioritizing the consideration of barriers associated with stakeholders or influential groups is crucial for the effective implementation of e-waste management. Decision-makers must thus identify and address these barriers, ensuring a robust legal framework with controls to mitigate potential impacts. Consequently, the results obtained from both the ISM and DEMATEL methods show a degree of consistency. The integrated ISM and DEMATEL results for managing e-waste constraints not only establish the framework but also illuminate the interactions among these constraints [23]. DEMATEL investigates the specific applications for which it is employed. It classifies into three categories: firstly, discerning the relationships between factors or criteria; secondly, identifying pivotal factors based on the extent of causal relationships and interdependencies; and thirdly, evaluating impact levels by employing a scale to determine the relationships and weights of the criteria [24]. In the context of the DEMATEL method, the initial concern (cluster one) revolves around topics such as the relative weighting assigned by decision-makers in the demodel approach. In situations of group decision-making, conventional decision-makers often lean on their own

viewpoints, hoping they are widely shared by others. In this manner, the final evaluation guidelines should align closely with their judgments. If the final evaluation deviates significantly, they may be inclined to reject it. This discrepancy is believed to be primarily due to methods rooted in unstructured comparisons, like DEMATEL [25]. DEMATEL is widely employed to analyse the comprehensive relationships between factors, categorizing them into cause and effect groupings. This paper treats each source as a criterion in the decision-making process. By applying DEMATEL, the importance and level of significance of each source can be managed, incorporating a combination of conflicting evidence. To enhance results, extending the DEMATEL method with source theory is deemed essential. In this article, instead of relying solely on the comparison criteria provided by experts in DEMATEL, alternative approaches are explored [26]. There's a transformation in the corresponding propositions among bodies of evidence. The DEMATEL technique also integrates multidimensional decision-making (MCDM) to establish causal relationships between criteria when assessing the outreach personnel program. It combines DEMATEL with a novel cluster-weighted system, where DEMATEL functions as a unit. This approach serves to visualize the intricate web of relationships and can also gauge the influence of criteria. Buyukozkan and Ozturkcan have introduced an approach based on technology, merging ANP and DEMATEL, to aid companies in discerning vital Six Sigma projects and, notably in logistics companies, prioritizing these projects [27].

3. ANALYSIS AND DISCUSSION

TABLE 1. Cross-cultural management

	Global Mindset	Cross-Cultural Teams	Conflict Resolution	Legal and Ethical Considerations	Adaptability and Flexibility	Sum
Global Mindset	0	1	4	2	2	9
Cross-Cultural Teams	3	0	2	1	1	7
Conflict Resolution	2	1	0	3	2	8
Legal and Ethical Considerations	2	3	2	0	2	9
Adaptability and Flexibility	2	1	1	2	0	6

Table 1 shows that DEMATEL Decision making trail and evaluation laboratory in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility it is also sum of Value.

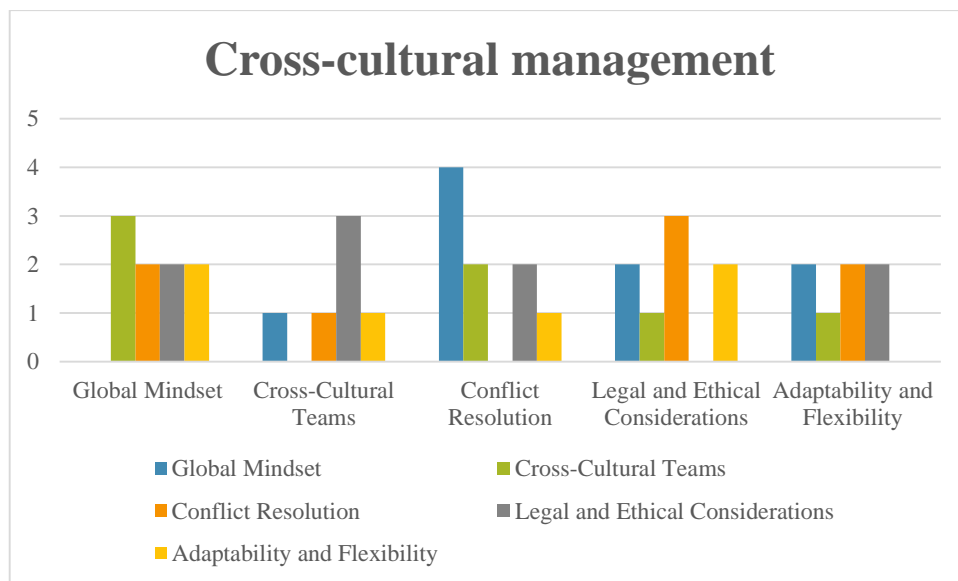


FIGURE 1. Cross-cultural management

Figure 1 shows that DEMATEL Decision making trail and evaluation laboratory in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility it is also sum of Value.

TABLE 2. Normalization of Direct Relation Matrix

Normalisation of direct relation matrix					
	Global Mindset	Cross-Cultural Teams	Conflict Resolution	Legal and Ethical Considerations	Adaptability and Flexibility
Global Mindset	0	0.111111111	0.444444444	0.222222222	0.222222222
Cross-Cultural Teams	0.333333333	0	0.222222222	0.111111111	0.111111111
Conflict Resolution	0.222222222	0.111111111	0	0.333333333	0.222222222
Legal and Ethical Considerations	0.222222222	0.333333333	0.222222222	0	0.222222222
Adaptability and Flexibility	0.222222222	0.111111111	0.111111111	0.222222222	0

Table 2 shows that the Normalising of direct relation matrix in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility the diagonal value of all the data set is zero.

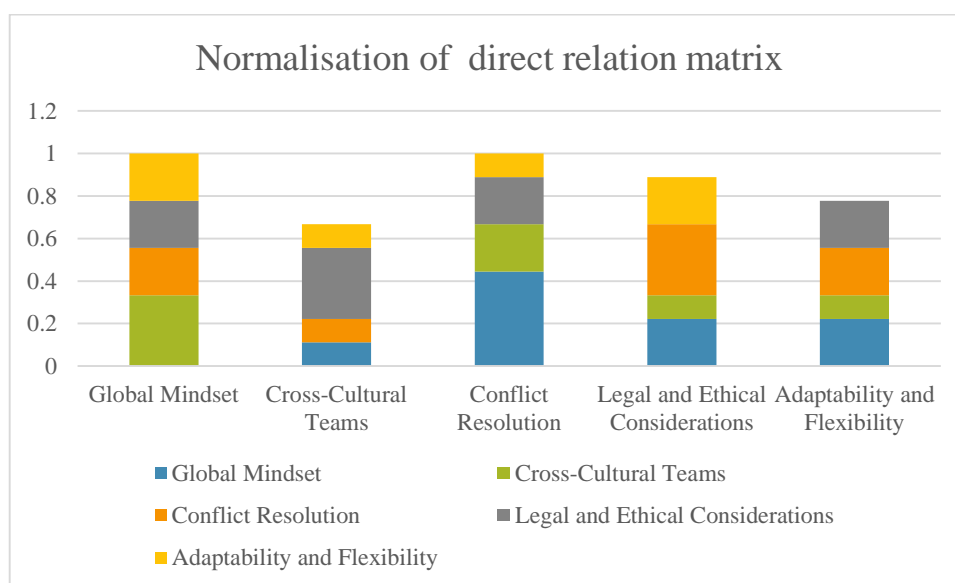


FIGURE 2. Normalisation of Direct Relation Matrix

Figure 2 shows that the Normalising of direct relation matrix in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility the diagonal value of all the data set is zero.

TABLE 3. Calculate the Total Relation Matrix

	Global Mindset	Cross-Cultural Teams	Conflict Resolution	Legal and Ethical Considerations	Adaptability and Flexibility
Global Mindset	0	0.11111	0.444444444	0.222222	0.222222
Cross-Cultural Teams	0.3333333	0	0.222222222	0.111111	0.111111

Conflict Resolution	0.2222222	0.11111	0	0.333333	0.222222
Legal and Ethical Considerations	0.2222222	0.33333	0.222222222	0	0.222222
Adaptability and Flexibility	0.2222222	0.11111	0.111111111	0.222222	0

Table 3 Shows the Calculate the total relation matrix in shows that DEMATEL Decision making trail and evaluation laboratory in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility is Calculate the Value.

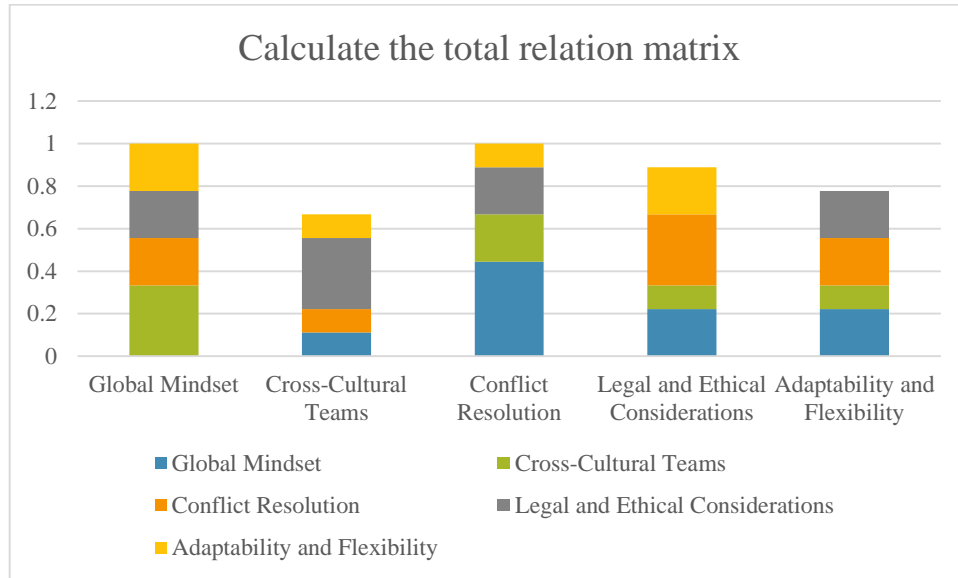


FIGURE 3. Calculate the Total Relation Matrix

Figure 3 shows the Calculate the Total Relation Matrix in shows that DEMATEL Decision making trail and evaluation laboratory in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility is Calculate the Value.

TABLE 4. $T = Y(I - Y)^{-1}$, I= Identity matrix

1	0	0	0	0
0	1	0	0	0
0	0	1	0	0
0	0	0	1	0
0	0	0	0	1

Table 4 Shows the $T = Y(I - Y)^{-1}$, I= Identity matrix in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility is the common Value.

TABLE 5. Y Value

0	0.111111	0.444444	0.222222	0.222222
0.333333	0	0.222222	0.111111	0.111111
0.222222	0.111111	0	0.333333	0.222222
0.222222	0.333333	0.222222	0	0.222222
0.222222	0.111111	0.111111	0.222222	0

Table 5 Shows the Y Value in Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility is the Calculate the total relation matrix Value and Y Value is the same value.

TABLE 6. I-Y Value

1	-0.11111	-0.44444	-0.22222	-0.22222
-0.33333	1	-0.22222	-0.11111	-0.11111
-0.22222	-0.11111	1	-0.33333	-0.22222
-0.22222	-0.33333	-0.22222	1	-0.22222
-0.22222	-0.11111	-0.11111	-0.22222	1

Table 6 Shows the I-Y Value Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility table 4 $T = Y(I-Y)^{-1}$, I= Identity matrix and table 5 Y Value Subtraction Value.

TABLE 7. (I-Y)⁻¹ Value

2.564094701	1.238162	1.961298	1.699092	1.520792
1.550601079	1.924865	1.548393	1.341389	1.200626
1.610770363	1.153705	2.489573	1.627331	1.401006
1.734973013	1.378373	1.790174	2.465285	1.48436
1.306611874	0.923516	1.282323	1.255275	1.956882

Table 7 Shows the (I-Y)⁻¹ Value Cross-cultural management with respect to Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility Table 6 shown the Minverse Value.

TABLE 8. Total Relation matrix (T)

Global Mindset	1.564094701	1.238162	1.961298	1.699092	1.520792
Cross-Cultural Teams	1.550601079	0.924865	1.548393	1.341389	1.200626
Conflict Resolution	1.610770363	1.153705	1.489573	1.627331	1.401006
Legal and Ethical Considerations	1.734973013	1.378373	1.790174	1.465285	1.48436
Adaptability and Flexibility	1.306611874	0.923516	1.282323	1.255275	0.956882

Table 8 shows the Total Relation Matrix the direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

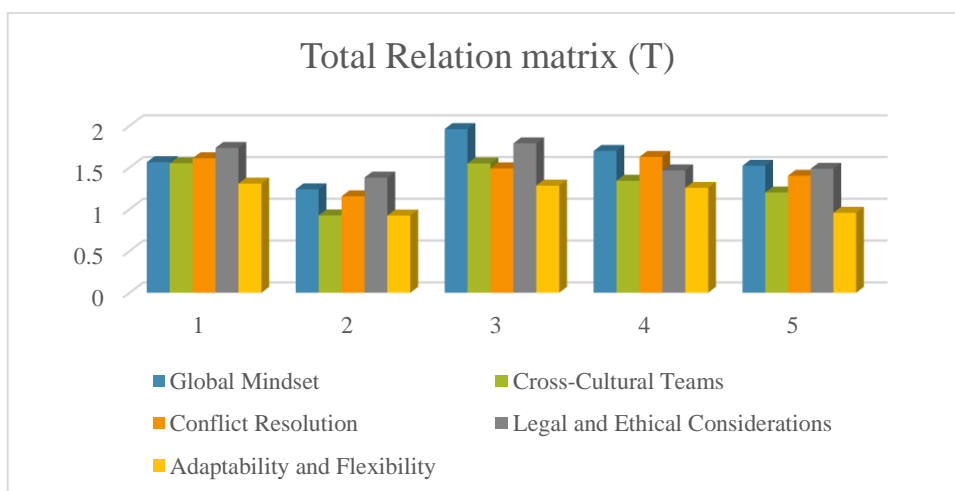


FIGURE 4. Total Relation Matrix (T)

Figure 4 shows The Total Relation Matrix the direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

TABLE 9. Cross-Cultural Management Ri, Ci Value

	Ri	Ci
Global Mindset	7.98344	7.767051
Cross-Cultural Teams	6.565873	5.618621
Conflict Resolution	7.282385	8.071762
Legal and Ethical Considerations	7.853165	7.388371
Adaptability and Flexibility	5.724607	6.563665

Table 9 shows the Cross-Cultural Management Ri, Ci Value Global Mindset is showing the Highest Value for Ri and Adaptability and Flexibility is showing the lowest value. Conflict Resolution is showing the Highest Value for Ci and Cross-Cultural Teams is showing the lowest value.

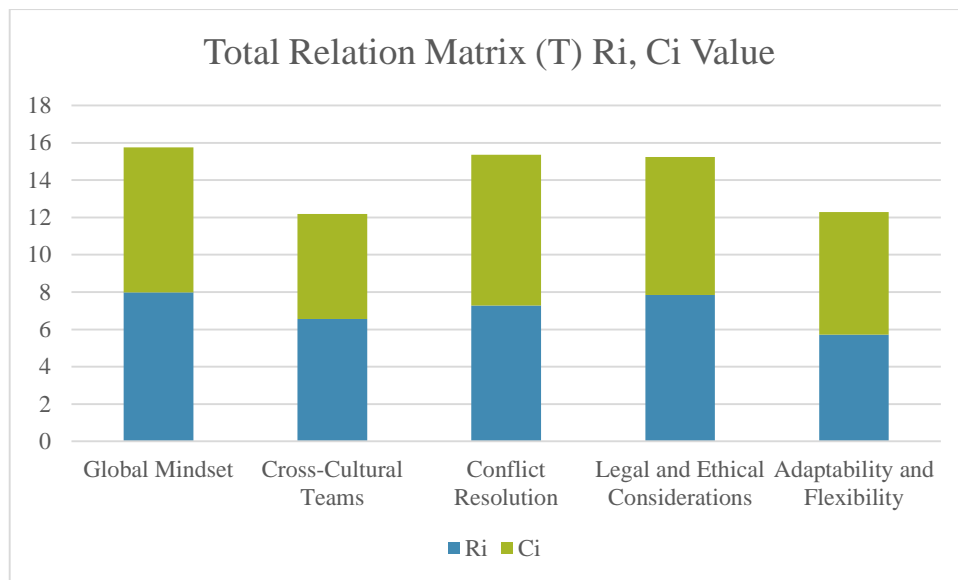


FIGURE 5. Total Relation Matrix (T) Ri, Ci Value

Figure 5 shows the Total Relation Matrix (T) Ri, Ci Value Cross-Cultural Management in Global Mindset is showing the Highest Value for Ri and Adaptability and Flexibility is showing the lowest value. Conflict Resolution is showing the Highest Value for Ci and Cross-Cultural Teams is showing the lowest value.

TABLE 10. Calculation of Ri+Ci and Ri-Ci To Get The Cause And Effect

	Ri+Ci	Ri-Ci	Rank	Identity
Global Mindset	15.75049	0.216389	1	cause
Cross-Cultural Teams	12.18449	0.947252	5	cause
Conflict Resolution	15.35415	-0.78938	2	effect
Legal and Ethical Considerations	15.24154	0.464794	3	cause
Adaptability and Flexibility	12.28827	-0.83906	4	effect

Table 10 shows the Calculation of Ri+Ci and Ri-Ci to Get the Cause and Effect. Cross-cultural management is Global Mindset, Cross-Cultural Teams, Conflict Resolution, Legal and Ethical Considerations and Adaptability and Flexibility of Global Mindset, Cross-Cultural Teams, Legal and Ethical Considerations is Showing the highest Value of cause. Conflict Resolution, Adaptability and Flexibility is Showing the lowest Value of effect.

TABLE 11. T Matrix Value

1.564095	1.238162	1.961298	1.699092	1.520792
1.550601	0.924865	1.548393	1.341389	1.200626
1.61077	1.153705	1.489573	1.627331	1.401006
1.734973	1.378373	1.790174	1.465285	1.48436
1.306612	0.923516	1.282323	1.255275	0.956882

Table 11 shows the T Matrix Value Calculate the Average of the Matrix and Its Threshold Value (Alpha) **Alpha 1.416378803** If the T matrix value is greater than threshold value then bolds it.

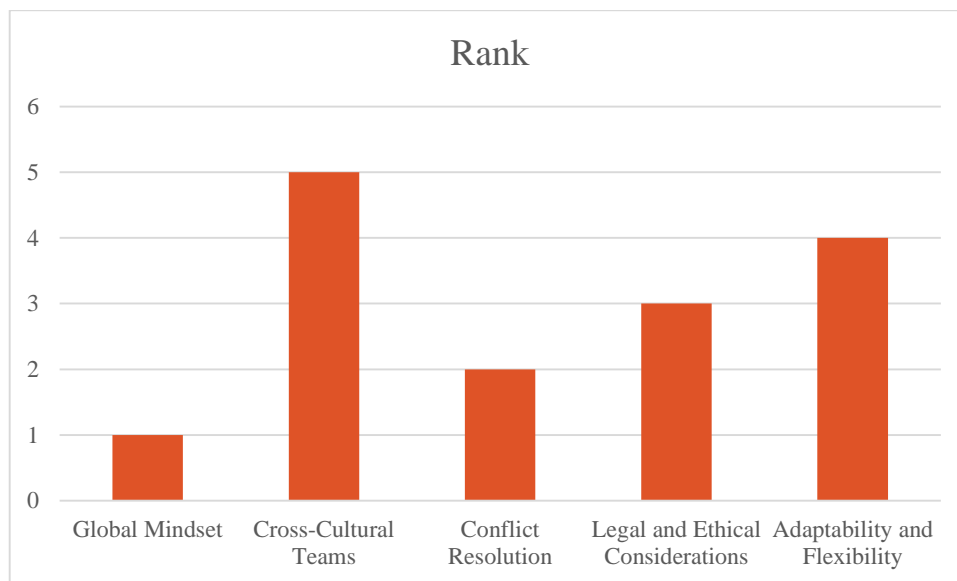


FIGURE 6. Shown the Rank

Figure 6 shows the Rank using the DEMATEL for Cross-Cultural Management. Global Mindset is got the first rank whereas is the Cross-Cultural Teams is having the Lowest rank.

4. CONCLUSION

Cross-cultural management refers to the practice of managing people and teams from different cultural backgrounds in a way that takes into account their unique perspectives, values, behaviours, and communication styles. It encompasses the strategies, policies, and practices that organizations implement to effectively deal with the challenges and opportunities that arise when working in a diverse and multicultural environment. Key aspects of cross-cultural management include: Adaptability and Flexibility: Managers and team members may need to be adaptable and open to new ways of doing things. This includes being willing to modify approaches or practices to accommodate different cultural norms. Inclusivity and Diversity: Promoting inclusivity means creating an environment where individuals from all cultural backgrounds feel valued and included. This involves policies and practices that support diversity and prevent discrimination. Training and Development: Providing training and development opportunities that address cross-cultural competency is important for both managers and employees. This can include cultural sensitivity training, language courses, and intercultural communication workshops. Global Mindset: Having a global mindset means being open to different perspectives and approaches, and being able to work effectively in a global context. It involves a willingness to learn from and collaborate with individuals from diverse cultural backgrounds. Cross-Cultural Teams: Managing teams that are composed of members from different cultures requires special attention. This may involve team-building activities, clear communication channels, and the establishment of common goals and expectations. Legal and Ethical Considerations: Cross-cultural management also involves being aware of and compliant with legal and ethical standards in different cultural contexts. This includes understanding labor laws, human rights, and business practices in different regions. The capacity for people and organisations to think and act from a broad, diverse perspective is referred to as having a global mindset. that transcends national borders. It involves a deep understanding and appreciation

of different cultures, markets, and perspectives. Individuals with a global mindset are open to diverse ideas, adaptable to change, and can navigate complex international environments. Cross-cultural teams are groups consists of people from many cultural origins cooperating to achieve a shared objective. These teams bring together diverse perspectives, experiences, and approaches to problem-solving. Conflict resolution encompasses the processes and strategies employed to address and resolve disputes or disagreements within a team or organization. It involves identifying discovering mutually acceptable solutions, encouraging open and constructive dialogue, and identifying the underlying causes of problems. the Rank using the DEMATEL for Cross-Cultural Management. Global Mindset is got the first rank whereas is the Cross-Cultural Teams is having the Lowest rank.

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