

An Overview of Global Leadership: Ethics, Values, Cultural Diversity and Conflicts

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Global leadership has been shaped by three major forces of change: liberalization (trades, policies, etc.), globalization and technology development. From an examination of the history of exponential change faced by companies, we notice a new style of management is flourishing. A review of scholarly and literary works on management reveals that there is a wide array of techniques to describe leadership practice and its intricacies. Management style has been conceptualized as a trait, as a behavior or seen from a cultural movement perspective. In this paper, the pedigree of leadership thought, and the recognized management theories that have progressed since the turn of the century, are examined.

INTRODUCTION

This review examines the statement that leadership has been described as inter-personal influence applied in a circumstance and making use of directed communication channels to the accomplishment of particular objectives. It is essentially the power to format and mold attitudes and conduct of other people. It is the process of directing others to mobilize and aim their attempts towards particular objectives and achieve these goals through them. We should note that in many organizations, a formal head of a division may not always be a great leader and there may exist an informal leader who has more influence on the employees than the formal one.

Despite the disparities, the task of a manager is to get things done by means of individuals through motivating them. This is often achieved efficiently simply by using people skills, relations involving understanding of human factors, communication processes, inter-personal and inter-group behavior, and business characteristics. In order to carry out this assessment, this paper will review the literary works pertaining to influence of values on change intervention and develop a general view of these values. The emphasis is upon the conceptualization of global corporate ethics as practice.

We begin with the observation that the ethics of companies have already been shaped through an ongoing process of discussion of ethical choices pertaining to the changeable, abstract and subjective contexts of managerial behavior.

In addition, we study just how broad established practice relates to managing the possibilities and subjectivity of supervisors becoming ethical role models. This paper discusses the 'ethics as practice' approach and how 'ethics manifest on their own in organizations' and provides an insight to ethics in companies that tries to go beyond legalistic and moralistic definitions.

LITERATURE REVIEW

We all understand that for the longevity of a business, the necessity of organizational change is unquestionable. During the early 1990s, Hammer and Champy (1993, p. 23) stated that ‘... change has become both pervading and persistent. It is normality’. In looking at the change, literary works since the authors made this remark, Burnes and Jackson (2011) discovered that if anything the speed, magnitude, uncertainty and, as a result, the significance of organizational change have actually increased substantially. This view is sustained by a recent international survey by McKinsey in 2008 in which he concluded that change is mandatory for the long-term sustainability of an organization.

Handy (2002), contends that ‘those nations that boast stridently about their democratic notions derive their wealth from organizations [i.e. worldwide businesses] which are inadequately “undemocratic”, in which much corporate power is used by outsiders and power inside is exerted by an authoritarian or, at best, an oligarchy’ (Handy, 2002, p. 52).

The strategy of ethics that Handy (2002) advocates for is a strategy that, while theoretically aware, focuses specifically on what a company can do about ethics rather than just on abstract principles. Such a focus is perhaps, rather impractical, but despite that, it does emphasize the context and interpretation of ethics, the pathway in which they are enacted, and their relation to organizational principles.

Ethics is a vibrant issue for all organizations. Ethical behavior tries to sensitively address the circumstances and situations that an organization’s suppliers, clients, employees, and other stakeholders face on a daily basis. If we take Handy’s (2002) notion deeper, it appears that regardless of the popularity of the talk of ethics, its practice is rather contradictory. The approach to ethics that we are supporting is that attention should be placed on what companies do about ethics. Such a focus may not always practical, but we believe that this approach best illustrates the meaning and interpretation of ethics for a company, shows the way ethical actions are endorsed by that company, and emphasizes the way a company expresses their core guiding principles and understanding of good business models.

Concentrating on ethics as day-to-day practice instead of as ‘a few great principles’ (Soule, 2002) allows one to make certain that the nature of ethics includes making ethical dilemmas visible. Ethics as practice allows us to examine how ethics are in fact endorsed and exactly how ethics would lead to workplace betterment and safety of employees and consumers. Neglecting the practice of ethics may lead to the downfall of an organization or worse. An example of this is the recent incident on 16th April 2014 of capsized Korean transport ferry, MV Sewol, which led to the death of 304 people on board. Upon investigation, the authorities found that the ferry was illegally structurally modified, and at time of capsizing, MV Sewol was carrying 3,608 tons of cargo, three times the limit of 987 tons (Campbell, 2014, May 24). From this we can see that ethical issues, dilemmas and errors at corporate level are crucial to the survival of a business. By highlighting the dilemmas in real-life situations we may arrive at a fuller appreciation of ethics in practice (Clegg & Kornberger, 2007). Studying the conflicts between personal interests and costs on one hand and ethical values on the other leads are essential to a full understanding of ethics.

When ethics is something one does instead of something one has, then this ‘doing’, as part of an organization, adds value to the organization because it offers the opportunity for disagreement, conversation, idea-exchange, and negotiation. The end result is a continuous questioning of the company’s ethics, which relates to the unique circumstances and contexts in which the organization exists. (Clegg & Kornberger, 2007). In this regard, ethics can be enriched by active and strenuous self-monitoring and critique, practiced through open dialog. Collaboratively-considered ethics is a belief that is never convinced of being perfect but is practiced in a way that constantly questions itself as not moral enough (Bauman, 1993, p. 80).

Externally, organizations can develop strong communities of collaboration to ensure that business thinking and character advance across the board (Gates, 2004). Corporations all over the world can boost bonuses to ensure correct behavior, and announce heavy penalties for wrongdoing. Internally, business must make a continuing pledge to enforcing, communicating, strengthening, and rewarding business and

personal values (Gates, 2004). An effective ethics system, in our opinion, is a measurable quantity which influences corporate cultural change and motivates a personal behavior change.

A fruitful corporate ethics program develops character from a set of core values and works as a bridge between manager and employees. Collectively, the three elements — values, standards, and ethical decision-making — form an “ethics commitment” to position the company for long-term success (Gates, 2004).

This “ethics commitment” according to Gates (2004) enables character building, and seeks to grade attitudes and actions with integrity. Integrity motivates employees to follow company’s requirements, while making honest choices, because they have internalized the importance of ethics and values.

Management plays a crucial part in making an ethics process work. Their job is to aid workers, retain the “values”, and “own” them as their own (Gates, 2004). This means, every choice is an individual option to “do the right thing.” Crisis and competition are the two greatest moments of truth about an organization’s true values and ethical standards (Gates, 2004). Sustainable companies create “ethics commitment processes” that will prepare, position, and pave the way for success.

The axiom is: “It pays to be ethical.” A long-term “going concern” is constructed from the hard work of planting and harvesting — what a company creates today will be the seed of its success tomorrow. Investment in the ethical-value-added will most certainly produce an economic return (Gates, 2004). Committing to integrity in crisis is vital to building and keeping trust from stakeholders. Corporate image through integrity will improve reputation and sooner or later boost share of the market. When you look at the long run, “doing the right thing” will surely yield great rewards and pave the way for true positive return in the future (Gates, 2004).

Organizational values have been a historical concern to scholars and practitioners. We observe that there have been notable shifts in the way that values in companies have been understood. Current intellectual and cultural views have not realized that values are located in communities of practices (Gehman & Trevino, 2013). To address this we propose the idea of a values technique that takes an “actor-network-infused practice perspective. (Gehman & Trevino, 2013).

Drawing on Gehman and Trevino’s research, the authors propose the idea of value work, comprised of four key inter-related domains. These domains consist of working with critical issues, mapping issues into activity networks, applying value processes, and circulating value dialogue to foster the mindset development (Gehman & Trevino, 2013).

Gehman and Trevino’s analysis shows that there are continuous efforts to implement these values practices. Companies are starting to focus on the effects that values practices provoke in organizations (Gehman & Trevino, 2013). Rather than a top-down procedure, it is through discussions, negotiations, and ongoing community collaboration that value ideology is performed. Such an understanding of value work offers scholars and professionals new ways of thinking about values in and around companies (Gehman & Trevino, 2013).

Strategic leaders want to develop their particular abilities and enhance their management style in order to be able to create more value for shareholders, capital development or dividend declared. Board members and leaders should be aware of the deep discomfort of employees with swift and significant change. The nature of their resistance is normally not available for ‘rational discussion’; many of those that oppose the change will likely not even know the reason why they are opposing (Lichtenstein, 2007). A typical provided answer is that “it feels wrong”. It is a sign that the opposition is dependent on more than rational factors when you look at the ‘value set’ rather than direct forward assessment of ‘the facts’, i.e. even much more logical analysis will likely perhaps not persuade all of them that the decision is ‘right’ (Lichtenstein, 2007).

Any new methods of doing things to yield stakeholder values are unlikely to reach their full potential if panels and corporate leaders are influenced by the notion of ‘let’s get all these changes implemented today so we can move on...’ instead of ensuring it is feasible, sure-footed, and becoming a “way of life” for the organization. To move forward using business know-how, management has to ask themselves a variety of questions to deliver exceptional overall performance. Lichtenstein (2007) provided a set of questions for management to ponder:

1. Precisely, how can I enhance my effectiveness by ensuring I am complying with those values that are embedded deep in the fundamental level, i.e. gaining acceptance in a way that ‘it feels right’?
2. How can I change my management style, but retain my policies, to ensure that I also receive support from other stakeholders, even though they may have very different values from my perspectives?
3. How can we use this information and our knowledge base to develop even more refined policies and strategies to increase stakeholder value in the long-run?

It may well be that the answers to these questions need strategic leaders that have asked these questions and which will allow them to maximize share prices for investors (Lichtenstein, 2007). Strategic leaders can only convert the ‘adopted’ values of their organization, i.e. its visions, missions, objectives and methods into the ‘operative’ values of staff members. Strategic leaders cannot change workers’ values but they can change or strengthen their behavior by working together with the values and needs that underpin it so as to discharge the power of the organization and attain more shareholder value (Lichtenstein, 2007).

Relating to Barker (2001, p. 491), ‘...leadership is focused on change’ with no change is price-free (Macleod and By, 2009). Burnes and Jackson (2011) argue that every method of leadership and change is underpinned by a set of honest values that influence the steps of leaders and also the outcomes/consequences of change initiatives. Ethics are not set in stone - there isn’t any guide-book. These are generally specific values, which however are also universal such as simply distinguishing between what is right or wrong (Todnem & Burnes, 2012). These values provide a basis for judging the appropriateness of inspiration and effects of behavior in addition to guiding staff members in their communications with other individuals, teams and companies.

A critical problem in the involvement of different teams of stakeholders (e.g. staff members, clients, customers and suppliers) is the extent to which it is possible for them to recognize what is ethical and unethical (Todnem & Burnes, 2012). Most stakeholders would agree that child labor is clearly unethical, but would they recognize which management and change practices are unethical (Todnem & Burnes, 2012)? If stakeholders are to be in a position to monitor leaders’ behavior, they need to have a yardstick for judging ethical behavior. In order to do this, management will need to develop and to promote certain approaches to leadership. It will also need to be transparent about the ramifications of any unethical behavior conducted by its employees. Currently, there is a lack of understanding of ethical values reinforcement techniques and its administration.

Most Western MNC firms are based in European countries or in North America, but this model is changing. As financial dynamism moves from West to East, companies must adapt to new kinds of leadership, and current leaders must adjust to drive development in an entirely “3M” atmosphere, namely Multicultural, Multi-tasking, and Morally (Caldwell, 2013).

Companies who work with the standard leadership style must drive themselves from their particular comfort area to be able to engage tomorrow’s leaders, whose method of leadership will be dissimilar from the usual ideology (Caldwell, 2013). Today’s leaders also need to encourage and develop tomorrow’s leaders as a strategic initiative, providing them with the tools they need to succeed. The company that insists on maintaining a culturally thin concept of management is going to be less capable of using the special talents of tomorrow’s leaders for competitive advantage in the markets that matter (Caldwell, 2013).

In these days of inter-connected and globally incorporated business environment, it is necessary for organizations to not just draw in, select and develop culturally nimble leaders but foster a climate of cultural agility among all staff members (Lundby, 2013). Global CEOs can also echo this belief by suggesting that employees’ at all levels be in a position to work productively in a global atmosphere. In order to create such an environment, we recommend that business professionals implement the idea of “set the right tone at the very top”. Senior leaders play a vital part in creating the vision and reinforce the significance of international participation. We encourage senior managers to talk global issues, to

highlight global activities, to identify and encourage global success, and to highlight the necessity of globalization when it comes to long-term success regarding the organization (Lundby, 2013).

The study conducted by Lundby notes that immediate supervisors also play an important part in marketing cultural agility and that it is essential for companies to select, develop and market culturally agile leaders who will be able to strengthen attitudes and behaviors inside their particular work units (Lundby, 2013). Lundby suggests that organizations intentionally pick leaders and managers at all levels with the character attributes and practical profiles to work effectively in international companies. Lundby encourages companies to supply those executives with significant developmental possibilities, such as international projects, opportunities to focus on and manage international teams, and opportunities for development through evaluation centers and mentoring (Lundby, 2013). Collectively, these can help develop leaders' cultural agility and reinforce the necessity of cultural agility through its visibility in the organization.

After studying the competencies of today's international leadership development programs, the survey conducted by Institute for Corporate Productivity/American Management Association (2012) went a step further, inquiring into the capabilities tomorrow's global leaders will need. Nearly three-fourths of participants cited managerial agility as the leading choice of a competency that their companies would require in the coming decade (Morrison, 2012). Multi-cultural collaboration skills and digital team management competencies closely followed. We can note that the problem is that competencies for tomorrow are not being taught today.

These responses signify that there is a large gap of competencies that leaders need in order to be able to carry out the next decade's global business tasks. Indeed, just a few of these projected competencies are now being taught, and their current emphasis doesn't always mirror their expected future degree of importance (Morrison, 2012). For instance, although 75% of participants stated that managerial agility is the crucial future competency, it placed seventh among those presently taught. Just a third of participants stated their present leaders had perfected the competency of agility in the context of existing development programs (Morrison, 2012).

In an internationalized economy, many of the operative mindsets in administration may need a new conception. International frontrunners are going to be people who are not only visionary but who are familiar with functioning in a diverse population and collaboratively, instead of in a conventional leadership-to-follower dynamic (Neera & Anjane & Shoma, 2010). The kind of leaders that think and act across cultures is what is needed. The vision and goals needed are not merely private aspirations or derived from a specific nationality, religion, or ethnic origin but corporate targets, developed from managerial interactions that take into consideration cultural distinctions (Neera et al., 2010). Doing work in multi-cultural environments goes far beyond language skills or social etiquette. A strong socio-cultural comprehension of the communities and their history and the process that interlinks the economic climate is integral to success in foreign environments.

A significant aspect of management in the new millennium is the capability to continuously juggle paradoxes and manage contradictions. When entrepreneurship is motivated, change has to be welcomed (Neera et al., 2010). The capacity to manage change effectively is another essential facet of today's leaders. The effective change leader must recognize that the execution of a change effort is a dynamic process (Neera et al., 2010). The leader will not only be invested in the change process but will require that the other members of the group comprehend and believe in the requirement for change. Leadership, however must comprehend that resistance to change may have its underlying reasons.

In the case of mergers and acquisitions, leaders need to make sure the 'marriage' is a success and that there aren't any seams dividing the company. Whenever two organizations merge, the task is certainly not about merging balance sheets or syncing the marketing and advertising budgets (Neera et al., 2010). It is about individuals becoming a unit, their minds and thoughts coming together, and their values and cultures finding a common platform. The procedure is full of anxiety, uncertainty and silent suffering. Often, top management is oblivious to these thoughts and neglects these facets of mergers. To effectively sail through the transition period, management should be sensitive to these issues.

When it comes to work satisfaction, the study conducted by Yamazaki and Kayes on the understanding of social learning theorists. The result of the study also aligns with the limited number of scientific studies done on learning style and cross-cultural management (Yamazaki & Kayes, 2010). Learning style is not just a viable way of measuring job satisfaction but adds to the knowledge of what factors connect with job satisfaction, above and beyond what exactly is accounted for by culture alone. It seems that a combination of different demographic, business and learning style factors may be the greatest indicators of work satisfaction (Yamazaki & Kayes, 2010). This finding confirms what has been understood about job satisfaction and culture. The forecasting factors of job satisfaction in Asian cultures vary from those who work in non-Western cultures and to American culture in particular. According to Yamazaki, what this study contributes to existing cross-cultural literature on job satisfaction is a more detailed understanding of what factors may lead to higher job satisfaction in three nations: Japan, Korea, and Malaysia.

The complexities experienced by international managers presents them with considerable difficulties and offers them equally considerable developmental options. As a result, global companies need to understand the processes they should develop, that is, the international competencies needed to perform true leadership functions (Terrell, 2013). Companies may find it useful to assess how much they spend in structured developmental approaches, what tools they may be able to use to yield more learning, and what are their particular work experiences as compared to the global leaders with whom they compete. In general leaders do not work in a structured learning environment. (Terrell, 2013). Giving these leaders the tools and knowledge that permit them to be more effective learners and help them develop within a work environment could turn out to be advantageous.

Here we review some studies of people in different cultures and how their leaders, subordinates and peers tackle the circumstances of conflict circumstances. One study discovered that people in America were almost certain to discuss a workplace task-oriented dispute directly while participants from Hong Kong were almost certain to involve upper management in attempting to resolve the dispute (Sadri, 2013). Another study determined that Americans were likely to choose a direct approach to conflict resolution, while Chinese managers were more likely to pick an indirect method. Research comparing Brazilian and American styles of negotiation indicated that Brazilians preferred a negotiation approach that conveyed concern for the outcomes of others and these people were more likely to accommodate or stay away from disputes with members of their cohorts (Sadri, 2013).

Jongtae, Jong and Dong (2006) research on IT administrators of international businesses disclosed that the active involvement of these managers would raise the conflict with headquarters whereas it reduces the disputes with neighboring end user. A research of Malaysian companies by Lee (2008), revealed that integrating approach, compromising approach and, to some extent obliging approach, is connected with each other. Raj (2008) found that soft skills are an essential element of enhanced competency, for which many growing companies are extensively searching.

Ignoring worker conflicts can be harmful. Supervisors often ignore disputes between employees hoping they'll disappear completely or that they will be fixed on their own (Bakhare, 2010). Clashes between co-workers frequently start as work-related difficulties and then spirals into individual and emotional conflicts. Long-term disagreements can seriously damage a company's culture, employee morale and overall efficiency.

In this tight labor market, staff members that would have gone to another job if a conflict arose may not be able to do so. This usually leads to intensifying psychological situations within the workplace and more worker issues for administrators (Bakhare, 2010). Workers' conflicts seldom include simply two sides and often entangle and polarize other people around them. Whenever staff members start passing information back and forth and taking sides, it stops being simply a dispute and converts into an organizational disruptive event. Colleagues may start to take part, but only one individual could possibly end up being the 'winner' (Bakhare, 2010).

Because it's challenging to quantify or determine these forms of conflicts, managers are reluctant to interfere. Failure to interfere provides other workers the impression that management is dodging the dispute (Bakhare, 2010). Occasionally, conflicts can produce functional along with dysfunctional results.

Another consequence can be mental stress for the workers directly involved, triggering tension-related absences or severe health conditions.

If allowed to carry on, this will have a troublesome impact over the entire organizational work structure and team-based work groups. Other side effects include staff members that go off track and goals being missed with the result that the whole organization has to cover the cost of unproductiveness (Bakhare, 2010). Therefore, whether the conflict is based on perceived personality conflicts, differences in work styles or perceptions about work performance, acknowledging and addressing the conflict is an important responsibility of a manager.

The research carried out by De Clercq (2013) offers vital ideas when it comes to handling of development in an international context. Global businesses should be aware that employees from various regions react in different ways to resource fights and conflict (Suwartono, Prawasti, and Mullet, 2007) and that cross-functional fairness, internal rivalry and conflict control must be adapted to each situation. For instance, as Kurzynski (1998, p. 77) suggests, managers in individualistic cultures are less likely to excuse other individuals their particular “trespasses.” Such unwillingness to forgive after big fights or conflicts might not merely negatively affect existing operating relationships but also preemptively generate resentment in future cooperation with other functional partners, thereby hindering the firm’s long-term capacity to boost its product innovativeness (De Clercq, 2013).

The research done by De Clercq (2013) further supplies insight into the selection criteria international corporations with innovative aspirations should preserve. Leading managers ought to be not just expert in their particular areas of know-how but also prepared to learn about other components of the company, even if it requires close connections with departments in remote locations (De Clercq, 2013).

Therefore, global organization that aim to attain large amounts of product and service innovativeness should go after and hold onto supervisors who are functional enough to rotate successfully through different areas of the company (De Clercq, 2013). Competent global managers are group leaders that do not participate in destructive competitive games, and are prepared to go an extra mile to integrate their perspectives with others’, instead of dodging them when conflict situations arise (De Clercq, 2013).

For Professor Matsushita Fujii, the situation of suddenly being assigned to manage a branch in another country, India, due to an internal crisis, ended up being much more important than he thought. The Indian workers appreciated that Fujii understood the Indian context and that he was there to lead them out of the crisis. Behind the scenes, Fujii worked with the line manager to help him adapt his leadership style and utilized crucial people in the cross-functional team to move toward a much more collaborative strategy to problem solving rather than the hierarchical top-down approach to which they had been accustomed (Fujii, 2013).

This collaborative procedure had to begin with the line manager and Fujii. As an outcome of their mutual efforts, they became great company partners and true friends. In addition, Fujii acquired a macro understanding of the business. He needed economic expertise to deal with the loan providers, a capability to create strategy, analyze marketing & advertising, and provide attention to manufacturing. Too many companies in many cultures categorize people into slim specialties like bookkeeping, advertising, marketing, manufacturing, development and research, etc., and after that can’t find anybody to lead internally (Fujii, 2013). “Leaders must learn how to move out of the locations of their expertise and get a general comprehension of quite much everything so that they can identify trouble places, resolve all of them and lead their companies to success,” (Fujii, 2013, p. 40).

Those of us who have been in management for a while may forget the value of pointing out the variations between managers and leaders. As mentioned by Kotter, Harvard Business School emeritus professor and a leadership expert, “Managers deal with complexity. Leaders deal with change,” (Fujii, 2013, p. 41). “Sadly, numerous companies promote skilled managers to become officers and directors. What they really need is more leaders and less administrators!” (Fujii, 2013, p.41).

Research conducted by Römer (2012) ~~forms th~~ at the direct form of power expression by a manager’s pushing behavior has the possibility to damage workers’ well-being (Peterson and Harvey 2009). A pushing leader can become an extra character to the ~~conflict~~ (i.e. workers may switch against their leader). This produces a much more complex scenario for workers and can boost tension. On the

other hand, the participation of a leader in a conflict between workers can be thought of by the conflicting parties as a sign that they did not effectively cope with the issue themselves, thus the consequence of “lost face” (Ting-Toomey and Kurogi 1998).

In addition, because leaders judge employee performance and functioning, the conflicting parties may infer that the leader’s pushing behavior suggests that they do not function well, increasing their anxiety. Nonetheless, occasionally leaders may feel it necessary to be pushy, for instance, when time is limited while the demand for an answer is urgent (Nugent 2002). In deciding whether or not to utilize pushing behaviors to deal with employee conflict, leaders must be aware of the damaging impacts this behavior can have on staff members’ wellbeing.

Römer (2012) advised that an employee’s observation of how a leader behaved as a third party to a dispute has the possibility to amplify as well as buffer the employee’s experience of stress due to workplace conflict. These are essential findings because working with disputes is a significant task of business leaders. According to Römer’s research (2012), leaders must be aware of the effect this behavior may have on workers’ conflict-related anxiety and be aware that pushing and dodging behavior should be used cautiously. Problem-solving behavior, specifically in relationship conflict, often help to relieve the tension experienced by peers in conflict.

SUMMARY

Because of the development of globalization together with the convenience with which people migrate from a single nation to another other looking for better business and career possibilities, it is easy to observe that most medium to large businesses have a diverse representation of workers from different backgrounds and cultures. This makes it imperative for such businesses to have sensible work policies because of the diverse cultures that constitute the employee base, in an effort to produce a comprehensive corporate culture. In this case, the relationship between business ethics and culture is the way the leadership and management of an organization treat employees from other cultures. The ethical concern here is whether the management applies the same standard of treatment for both the local and foreign employees.

Conflict is a normal component of human communication. We might even see it as necessary to some extent. It doesn’t have to be a war. Conflict can manifest at many dimensions, including behavioral, psychological, or perceptive proportions. Conflicts can manifest in the form of prejudice, segregation, and rejection. No matter what causes the issue, ways of dealing with differences either provoke or diminish a situation. On a global scale, for conflict resolution, cultural toleration and education are important aspects. Learning about one another calls for setting up mental recognition of dissimilarity. Only after that can we move towards building respect and tolerance toward other people from different backgrounds. From there, we can then build a true appreciation and understanding that cultures are part of anthropology, the scientific study of human origin and its knowledge base.

LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

Although this overview has provided insights into the determinants of leadership value, limitations of this paper are acknowledged. Firstly, this paper is exploratory in nature. More depth of analysis is required of internal management decision-making. Additionally, by merely focusing on the overview aspects of global management, this paper has only scratched the surface of the dynamic of different cultural values that intertwine locally and globally.

This study includes some limits that offer opportunities for further research. For instance, by centering only on a few theoretical dimensions, this study ignores other aspects that may be appropriate for the successful transformation of cross-functional management team in a global context. Another opportunity for future study into the location of worldwide development in terms of ethics administration that involves the interplay between a country’s cultures together with willing participation of global leading organizations and agencies. There is also the area of promotion of self-interest among those at the

top of organizations in which valuable decision-making more likely is led by managers' personal interests rather than by the passions of various other departments or the organization as a whole.

Future study could also explore how the conflict-handling mechanisms studied herein are perceived in a different way across cultures and thus how their impact regarding the efficient leveraging of cross-functional connections in utilizing social networks, either by events or multimedia context. Other areas of exploration may be in the area of conflict management in Asian or Middle-East countries. For instance, in collectivistic countries, functional supervisors tend to be more sensitive to the risk of losing face once they confront conflict circumstances, so that the usage of avoidance techniques in such countries might be more legitimate and less dysfunctional than it would be in individualistic options as mentioned in literary works of Clegg and Kornberger (2007).

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