

# **A Conceptual Study On Cross-Cultural Management And Cultural Intelligence Within The Framework Of Diversity Management**

**Elif Ekmekçi**

*Enka Schools*

---

## **ABSTRACT**

*Maximizing and capitalizing on workplace diversity has become an important issue for organizations in today's globalized world. The changing accent on accepting differences and diversity has led to a new and emerging school of thought on how to manage people and organizations for effective performance in a globally competitive business environment. Upon this view, the aim of this conceptual study is to examine the concepts of diversity, cross-cultural management, and cultural intelligence by bringing up several approaches and issues related to multicultural work environment. To see the conceptual linkages, several scientific findings and models are provided throughout the literature review and the role of understanding diversity management and cultural intelligence in enhancing organizational effectiveness within a multi-cultural business is discussed.*

**Key Words:** *Diversity management, Cross-cultural management, Cultural intelligence*

Date of Submission: 05-11-2023

Date of Acceptance: 15-01-2024

---

## **I. INTRODUCTION**

Diversity is usually defined as acknowledging, understanding, accepting, valuing, and celebrating differences among individuals with regard to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status. A huge phenomena as diversity has been taken differently within the literature. In the managerial side of the diversity definition, "workplace diversity" is accepted as a complex, controversial and political phenomena (Janssens and Steyaert, 2003). Fueled by socioeconomic trends that changed the number and types of people who compose organizational workforces, the term workforce diversity was coined in the 1990s (Amaram, 2007; Roberson, 2019). Used to describe the differences that exist between people at work, labor statistics and other data show that workforces have been, and continue to become, more heterogeneous (Mor Barak and Travis 2013). For instance, advances in human, women's, and civil rights over several decades have spurred greater labor force participation by members of historically underrepresented groups, and the need to manage workforces characterized by a multitude of identities, backgrounds, and experiences has simultaneously increased. At the same time, developments in economic policy and technology have reduced trade barriers and increased the interconnectedness of global markets (Roberson, 2019).

The world's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. This is due to the fact that a homogeneous workforce is not likely to come up with creative solutions to the problems faced by a national and world market that is characterized by individuals from many races, nationalities, and religions. The collective knowledge of any group is enhanced by including people with different experiences and backgrounds. Firms that want to generate ideas need to hire employees from diverse backgrounds. Therefore, profit and non-profit organizations need diversity to become more creative and more open to change (Armache, 2012).

On the other side, it has been conceptualized by researchers from many viewpoints. Some of them looked at it from a narrow perspective, whereas some others from a broad view. Scholars favourably disposed to a narrow definition argue that the phenomena of diversity should be restricted to specific cultural categories such as race and gender (e.g. Cross, Katz, Miller and Seashore, 1994). Some opine that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations (Nkomo, 1995; Morgan and Vardy, 2009). Both of those completely different angle has its controversial sides. Academicians who advocate the broad definition believes that diversity is something beyond race, gender and age but also it includes our values, talents and personalities as well. The danger of this type of conceptualization, according to Nkomo is that diversity studies would then be reduced to the conclusion that 'everyone is different' and, if this conclusion is accepted, the concept of diversity may become "nothing more than a benign, meaningless concept" (Nkomo, 1995). In addition, narrow point of view is that only one dimension of cultural diversity (race, age, ethnicity, or gender) is by and large the subject of

research at a time. Since a cultural diversity dimension interacts with other dimensions of diversity narrow concept of diversity would be deficient by failing to recognize these interactions.

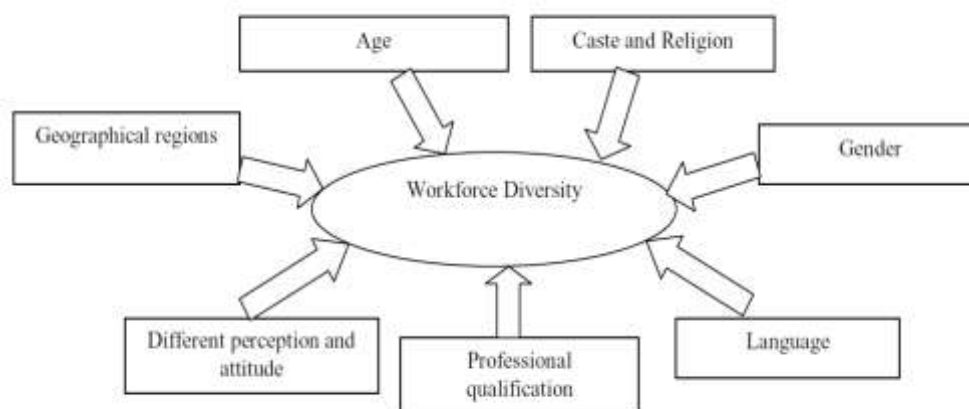
Based on this argument, to address the need for adopting effective diversity management and keep pace with the changing business environment, researchers have given attention to the study of diversity in organizations, including its conceptualizations, measures, effects, and contexts. Managers are facing increasingly complex and subtle differences among employees that are reflected in team compositions, professions, individual business units, and corporate identities, to name a few (Earley and Mosakowski, 2004). When discussing the challenges associated with working with people from different cultures, Ng et al. (2012) noted that while historically such challenges were limited to the expatriate population, rapid globalization has resulted in an increased number of employees encountering cross-cultural issues in the process of conducting their daily work. To adequately shift and fully leverage cultural intelligence, all organizational members need to develop skills that support such change and allow for the achievement of organizational objectives (Earley and Mosakowski, 2004; Clark and Polesello, 2017). As a result, it is asserted that there is a need to understand how work differs across cultures, why diversity management is important, and how cultural intelligence is an essential quality for cross-cultural management performance. Thus, in the current study, it is aimed to provide theoretical definitions of variables related to diversity, cultural management, and cultural intelligence which have been implied as essential issues to achieve sustainable success in today's business world.

## II. LITERATURE REVIEW ABOUT STUDY VARIABLES

### Workplace Diversity Factors and Management of Diversity

In the workplace diversity literature, different approaches for the examination of the possible effects of workplace diversity have been discussed. The first is social categorization, which, consistent with Turner (1987) describes the categorization of individuals based on salient attributes like gender, ethnicity or age, resulting in stereotyping on the basis of these differences. The second is similarity/attraction theory, that asserts that similarity on salient and non-salient attributes like race or values will increase interpersonal attraction and attachment (Berscheid and Walster, 1978). The third is information and decision making theory, which examines the impact of distribution of information and expertise on work-teams (Wittenbaum and Stasser, 1996). Social categorization and similarity-attraction theory predict negative effects, such as reduction in within-group communication, decreased satisfaction and commitment, and increased labour turnover. However, from the information and decision-making perspective, positive effects of diversity are hypothesized, mainly because more diverse work-teams are expected to process information differently, as team members may bring together differing viewpoints (Hayles, 2009).

The factors related with workplace diversity are illustrated with the below Figure 1 and next, some detailed information about age, gender, educational background and ethnicity and also add literature findings that how these diversity impact the workforce productivity are given.



**Figure 1. Factors Related to Diversity**

*Source: Roberson, 2019, p.71*

**Gender:** It is known that all over the world, women can not get paid as they deserved or they have to fight more than men to get their titles for both sectors even in academy. So Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and

therefore a higher status to the males. In other words, organizations prefer to hire male workers compared with women because they are perceived to have better performance and ability to manage their jobs.

*Age:* In several different cultural backgrounds, showing respect to the elderly has a huge role. But in the workforce and employability matters it can be difficult. Growing age diversity has become part of many organizations (Kunze, Boehm and Bruch, 2009).

Gelner and Stephen (2009) summarized that age heterogeneity can negatively affect productivity concerns differences in the values and preferences of distinct age groups. It has been shown that productivity diminishing conflicts are particularly frequent in the presence of "generation gaps" (Gelner and Stephen, 2009; Lau, Murnighan, 2005; Pitcher, Smith 2001). However, Gelner and Stephen (2009) also include that age heterogeneity may be placed in proximity with its potential benefits. Complementary effects emerge when collaboration in a group enables individuals to be more productive than when working on their own.

*Ethnicity:* Ethnic diversity implies diversity in languages, religions, races & cultures. Also Ethnic penalty in sociology is defined as the economic and non-economic disadvantages that ethnic minorities experience in the labour market compared to other ethnic groups. There has been an increase in multicultural workforce in the organizations for utilizing greater participation, synergy to improve, increase both employee satisfaction and business performance. This increase is due to multicultural increase of our society and ethnic diversity is highly relevant in an increasingly globalized world.

Moreover, ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation (Alesina and La Ferrara, 2005; Lee and Nathan, 2011). On the other hand, the costs associated with more ethnic diversity would be related to more difficult communication and coordination. All in all, ethnic diversity is an influential source of heterogeneity.

Furthermore, after examining the main factors related with diversity, it is needed to summarize the advantages of diversity for both individuals and organizations. The extant literature indicated that there are a number of benefits of workplace diversity. Accordingly, the positive effects of diversity in the organization can be listed as follows:

- Managing diversity can create a competitive advantage. Potential benefits of this diversity include better decision making, higher creativity and innovation, greater success in marketing to foreign and domestic ethnic minority communities, and a better distribution of economic opportunity (Foma, 2014).
- According to one study (Watson et al., 1998), culturally diverse group relative to homogeneous groups are more effective both in the interaction process and job performance.
- Research indicates that greater diversity can create higher levels of dissatisfaction and turnover. Peretz, Levi, and Fried (2015) demonstrated that organizational diversity programs across cultures had negative effects on absenteeism and, turnover, but positive effects on performance and innovation.
- Organizations with a diverse workforce can provide superior services because they can better understand customers' needs. Hiring women, minorities, disabled, etc. will help organizations to tap these niche markets and diversified market segments (Wentling and Palma-Rivas, 2000).
- As globalization is increasing, diversity will help organizations to enter the international arena. Diversity enhances creativity and innovation, and produces competitive advantages (Friedman, Friedman and Leverton, 2016). Diverse teams make it possible to enhance flexibility and rapid response and adaptation to change (Armache, 2012; Foma, 2014).

It is obvious that the goal of diversity management is to provide a competitive advantage through the benefits associated with a varied workplace. Properly managed, this process can increase the overall satisfaction and commitment of the workplace and lead to viable benefits including profit, resource acquisition, marketing, creativity, problem solving and organizational flexibility (Cox, 1991; Thomas, 2016).

As seen, there is substantial literature which argues that diversity has performance advantages over homogenous work structures (Cox, Lobel and MacLeod, 1991; Cox and Blake, 1991). First, multicultural organizations have an advantage in attracting and retaining the best talent. The capabilities of women and minorities offer a wider labor pool. Organizations that are able to attract and retain qualified minority group members and keep faith with them through fair and equitable career advancement treatments, gain competitive advantage and derive high quality human resources dividends. Second, a multicultural organization is better suited to serve a diverse external clientele in a more increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic and cultural environments of foreign nations (Adler, 1997). Third, in research oriented and hi-tech industries, the broad base of talents generated by a gender- and ethnic-diverse organization becomes a priceless advantage. "Creativity thrives on diversity" (Morgan, 1989). Fourth, multicultural organizations are found to be better at problem solving, possess better ability to extract expanded meanings, and are more likely to display multiple perspectives and interpretations in dealing with complex issues. Such organizations are less susceptible to "groupthink." Lastly,

multicultural organizations tend to possess more organizational flexibility, and are better able to adapt to changes. Women, for instance, are said to have higher tolerance for ambiguity than men (Rotter and O'Connell, 1982) and Iannello et. al. (2017) have found that women managed ambiguity and uncertainty for coping with stress than men.

### **Theories About Diversity Management**

“Social identity theory” (Tajfel, 1978) posits that because individuals’ definitions of self are shaped by their group memberships, they are motivated to enhance their self-concept by seeking a positively valued distinctiveness for those groups. Accordingly, they engage in social comparisons to differentiate between the groups to which they belong (i.e., ingroups) and the groups to which they do not belong (i.e., outgroups), which effectively serves to emphasize similarities within group memberships as well as differences between groups. “Self-categorization theory” (Turner, 1987) proposes that as these social categories become salient, there is a qualitative shift in individuals’ cognitive structures such that they begin to depersonalize their identities and view themselves (and others) more as representatives of social categories than as unique persons. Accordingly, intergroup differentiation becomes more pronounced as convergence with ingroup members and divergence from outgroup members are amplified, which sustains individuals’ own self-esteem (Turner, 1987). Such differentiation also motivates people to develop higher levels of trust for, and affective reactions to, members of their ingroups, which become manifested as a differential regard, or even bias, for individuals with whom they share group membership as opposed to those in other social categories. Accordingly, social identity and categorization theories together offer insight into some of the cognitive and motivational processes underlying intergroup relations.

On the other hand, “Institutional theory of diversity management” suggests an understanding of organizational structures and actions cannot be separated from an understanding of their social environment (Martinez and Dacin, 1999). A critical component of the social environment influencing the structuring of organizations are institutions, defined as “regulative, normative, and cognitive structures and activities that provide stability and meaning for social behavior” (Scott, 1995, p. 33). Regulative institutions include laws, regulations, and rules; normative institutions include social and professional norms; and cognitive institutions include cultures and ethics (Scott, 1995). These institutions exert three forms of pressures on organizations to conform to their expectations. Coercive pressures stem arise from societal expectations and interorganization interdependence; normative pressures arise from professionalization; and mimetic pressures derive from uncertainty in environment (DiMaggio and Powell, 1983). As organizations in the same field are subject to similar coercive, normative, and mimetic pressures, they tend to develop similar sets of administrative structures. For this reason, institutional pressures result in organizational homogeneity (Scott, 1995).

Further, “Resource based theory of diversity management” views organizations as consisting of a variety of resources, generally including four categories: physical capital, financial capital, human capital, and corporate capital resources (Barney and Clark, 2007). While the primary focus of institutional theory is on organizational homogeneity, the main research question of resource-based theory is performance heterogeneity among organizations (Barney and Clark, 2007). Since resources can either facilitate or inhibit firms from efficiently conceiving and implementing business strategies, the attributes of resources held by firms determine firm performance heterogeneity. Resources that allow a firm to conceive and implement strategies that improve its efficiency and effectiveness are viewed as valuable, and can be a source of competitive parity (Barney, 1989). As Barney and Clark (2007) suggested, resources that are valuable and rare, or valuable and are possessed only by a small number of firms, can be a source of competitive advantage. Resources that are valuable, rare, and inimitable, thus can be a source of sustained competitive advantage.

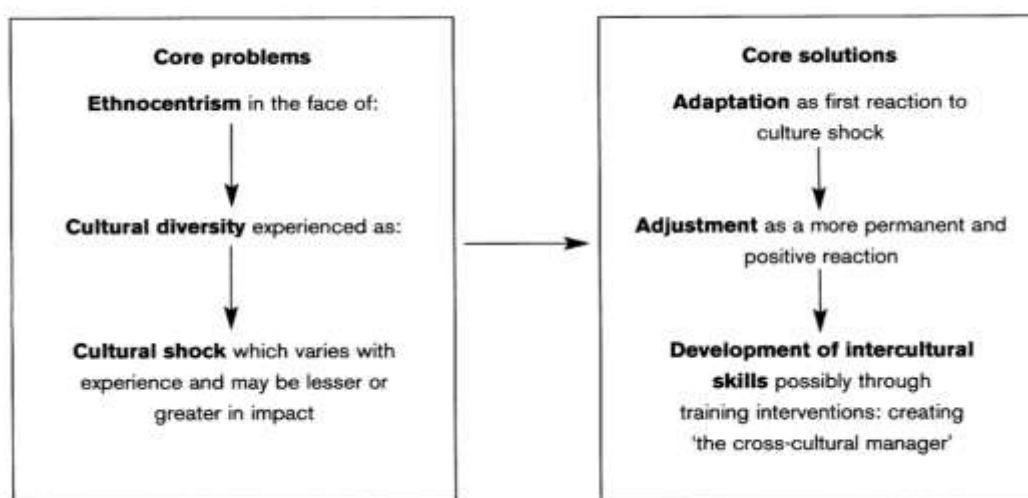
### **III. The Role Of Cultural Management And Cultural Intelligence In Diversity Management**

Cross-cultural management (CCM) is a young and interdisciplinary research field—and due to its great number of approaches, problems, researchers, and disciplines— continues to be subjected to undergoing thematic and methodical shifts in the paradigm (Amaram, 2007; Mateescu, 2017). CCM research stems from international business, international management, comparative management, and international cross cultural management (ICCM) (Phillips and Sackmann, 2015; Pudelko et al., 2015). It is different from IB—which particularly considers all functional activities of a company regarding the reciprocal influence between the macro level of the environment and the meso level of the organization—to CM—which compares the specificity of management in different systems still operating on a macro and meso level—CCM instead focuses on phenomena of agency, behavior, interaction, and influences among actors on the micro level of individuals in organizations (Adler and Gunderson, 2008; Barmeyer and Mayrhofer, 2008; Bjerregaard et al., 2009; Usunier, 1998).

Adler (2008) defined cross-cultural management as the people’s behavior in organizations worldwide that reflects how people or employees with different cultural backgrounds work in an organization and the

service they will extend to the clientele. In general, CCM research is concerned about the managing human behaviors in organizations and the role of culture (Holden, 2002, p.46). At its core, CCM evolved from the research field of IB which emerged in the United States toward the end of the 1970s. With a wider network of world trade and human mobility around the globe, international business between countries and organizations need rules and instructions for successful communication with export partners that can be cross-border mergers and acquisitions or joint ventures so they need to know the country contexts, cultural value systems. (Oesterle and Wolf, 2011; Pudelko et al., 2015). Hofstede's study *Culture's Consequences* (1980, 2021) played an important role in the development of the field of CCM (Beugelsdijk et al., 2017; Kirkman et al., 2006; McSweeney, 2009).

CCM is consist of contributions from different disciplines such as business studies, economics, cultural anthropology, psychology, sociology, and linguistics. Also researchers are aware that combining several methods can lead them to the most reliable results for research, quantitative research methods are much more commonplace in CCM, in relation to mixed methods. One of the few mixed-method studies in the field of CCM is GLOBE (House et al., 2004), combining quantitative surveys with follow-up qualitative interviews with managers around the globe.



Model of core problems and core solutions in the cross cultural management literature (Holden, 2002). In the cultural management the core of the ideas bases on the cultural intelligence. MNCs want to hire culturally intelligent workers for their presentability. It is because, having cultural intelligence the problem resolving in the different situation is very useful for the managerial sides of the business operations.

Cultural intelligence (CQ) describes the capability that individuals have to be effective in intercultural interactions. The term CQ was originally introduced into the management literature by Earley (2002, p. 274) as "a person's capability to adapt effectively to new cultural contexts." Cultural intelligence is explained with four components: meta-cognitive, cognitive, motivational, and behavioral (Ang et al., 2007). Meta-cognitive CQ refers to the capability of processing information during and after a culturally diverse experience. Cognitive CQ focuses on the available knowledge of norms, practices, and customs in different cultures. Motivational CQ reflects the drive and willingness to seek out and participate in intercultural experiences and to be motivated to learn more about cultural differences. Behavioral CQ refers to the ability to participate in appropriate verbal and nonverbal actions in intercultural settings (Ang et al., 2007).

In terms of the measurement issue, it has been argued that CQ is a multidimensional construct where the four dimensions represent different capabilities that combine to make up the overall construct (e.g., Ang et al., 2007; Van Dyne et al., 2008). Following the conceptual model developed by Earley and Ang (2003); Ang, Van Dyne, Koh, and Ng (2004) developed and validated the Cultural Intelligence scale (CQS) as a measure for the four factor CQ construct. The final version of the CQS (Ang et al., 2007) was found to be valid and reliable across samples, time, countries (e.g. Asia, Europe, United States) and methods (self- and peer ratings)

The literature provides evidence related to the roles of individuals' CQ in perceived social inclusion, diversity management, and cross-cultural management performance. For instance, Alexandra et al. (2021) focused on cultural intelligence, perceived inclusion, and cultural diversity in workgroups and hypothesized that when an individual perceives high levels of both inclusion and cultural diversity within his or her workgroup, that individual can learn from different cultures, thereby allowing CQ to develop further. Li et al. (2017) implied that within more inclusive culturally diverse groups, an individual has greater access to new and diverse

information and perspectives. Individual-level perceptions of inclusion are positively associated with a trusting atmosphere (Downey et al., 2015), which has been linked to CQ development (Erez et al., 2013). When individuals perceive inclusion and trust in workgroups that they perceive to be culturally diverse, they are more likely to inquire about and learn from other members' cultural differences, which contributes to CQ development.

Turner and Merriman (2022) modeled cultural intelligence as an individual difference that combines with functional expertise to bolster attention to diversity management. Their research have demonstrated that managers' cultural intelligence had an effect on the establishment of diversity management practices in the companies (Turner and Merriman, 2021). In sum, individual differences in adaptation and effectiveness in cross-cultural contexts have gained increasing attention among scholars and practitioners as workplaces globalize and become more culturally diverse (Alexandra, 2018; Bernardo and Presbitero, 2017; Li, 2020). Cultural intelligence, which refers to the capability to adapt and function successfully in culturally diverse environments (Earley and Ang, 2003), has been linked to positive individual-level outcomes in culturally diverse contexts, including performance (Lisak and Erez, 2015), interaction quality (Charas, 2015), interpersonal trust, work engagement, and innovation (Afsar et al., 2020). Therefore, motivated by the benefits of CQ, scholars have investigated its relations to various individual and organizaional outcomes in the context of diversity management and cross-culturel management.

#### **IV. GENERAL EVALUATIONAND DISCUSSION**

In the current study, it is aimed to to create a general schema to see the wide picture with the facts of diverse workforce as a reflection of a changing world and marketplace. Since it is assumed that respecting individual differences would create competitive edge, improve the productivity and bring benefits to the organizations, learning how to cope with diffrences within the organizations are crucial for creating a fair and safe environment where everyone has access to opportunities ans challenges.Diversity management as a concept for corporate culture includes strategic and operational objectives, in which the strategic goals intend to "increase the ability to adapt to changing market conditions by building a unique, difficult inimitable human capital" (Becker, 2006, p. ). At the operational level, the focus is on an "increased ability to solve problems in heterogeneous groups" (Becker, 2006, p.27). It is suggested that the implementation of a diversity management strategy as a corporate culture requires an implementation throughout the entire organization.

On the other side, diversity management is about managing the increasing diversity of issues that confront managers. It is especially considered as a recognizable source of creativity and innovation in order to gain competitive advantage. It goes far beyond simply hiring demographically diverse workforce. It signals companies' genuine attitude toward employees' divese perspectives and backgrounds. Most of human resources management programmes usually try to create a clear culture and a climate around diversity, so that everyone in the company develop a strong sense of belonging which lead them to bring their full selves to workplace (Vural and Liedtke, 2017).

For the implementation of diversity management as a corporate culture, on one hand this means to achieve commitment from the employee within the meaning of required feature of pluralism and the absence of prejudice in order to legitimize a broad repertoire of options for action in the company and thus to create a culture of diversity. On the other hand, it means a consciousness about the necessity of the creation of such environments and commitment by the converter of the diversity strategy and to convey this in turn employees accordingly to achieve internalization (Vural and Liedtke, 2017). Koall et al. (2004) described this as "an opening and broadening of own horizons" in the context of diversity management (Koall et al., 2004, p.4; Abdul-Hussain and Baig, 2009, p.44).

Adler (1997) emphasized the importance of recognizing the differences in culture in the organization whether locally or internationally and consider it as an opportunity rather than a challenge. To achieve effective means of managing diversity is to respond quickly in identifying cultural difference and not allow this differences to cause problems. Cross-cultural management is applied when outside or inside company are present differences in culture and diversity management is applied when manager needs to manage people coming from different ethnical groups, but with regard to culture are members of one society (Dalluay and Jalagat, 2016). Cross cultural management is the biggest challenge faced by localization and globalization of business organization in 21 century. The central part of the Cross Culture Management is to effectively know the cultural foundation to be managed. There is an urgent concern to manage the employees with different cultural orientations as an important ingredients of achieving a successful organization. Accordingly, managing cross-cultural workforce is very important that, companies from different parts of the globe should take into consideration because it is a known reality that cultural conflicts may arise for failure of companies to address the many issues that contributes to such conflict. Furthermore, the cooperation between different countries is equally important especially in establishing conflict resolution whenever conflicts arise (Dalluay and Jalagat, 2016).

Moreover, cultural intelligence is an important criterion in the ability of managing the working groups from different cultures, recognizing and understanding different people coming from different nationalities, different institutions, and professions and working with different cultures (Mercan, 2016). Multicultural environments are those into which people come from different social and communal places and in which they are dissimilar to each other and which host many differences in. For that reason, multiculturalism brings the idea that people of different cultural backgrounds may come under a common roof in which it is needed that these different cultural backgrounds should be synthesized. The objective of this study is to publicize the phenomenon cultural of intelligence, one of the strategies used to manage the differences between cultures. In multicultural environments, cultural intelligence is a set of behaviors such as being able to handle cultural situations, being able to work in inclusive and work groups, and engaging in intercultural interactions.

To conclude, it is suggested that today's manager cannot afford to ignore evidence of difference. Since cultural differences are real and how they are expressed can vitally affect the workplace, mistakes in understanding the other person's culture can be expensive and even lifethreatening. Thus, for managers to effectively manage organizations, understanding the basic concepts of cultural diversity is an important consideration.

## REFERENCES

- [1]. Abdul-Hussain, S., & Baig, S. (Eds.). (2009). *Diversity In Supervision, Coaching Und Beratung*. Facultas.
- [2]. Adler, N. (2008). *International Dimensions Of Organizational Behavior*. Cincinnati, Ohio: South-Western.
- [3]. Adler, N.J., & Gundersen A (2008), *International Dimensions Of Organizational Behavior*. Mason: Thomson And South-Western.
- [4]. Adler, N.J. (1997), *International Dimensions Of Organizational Behavior*, South- Western College Publishing, Cincinnati, Oh
- [5]. Afsar, B., Al-Ghazali, B. M., Cheema, S., & Javed, F. (2020). Cultural Intelligence And Innovative Work Behavior: The Role Of Work Engagement And Interpersonal Trust. *European Journal Of Innovation Management*, 24(4), 1082-1109.
- [6]. Alesina, A., & La Ferrara, E. (2005). Ethnic Diversity And Economic Performance. *Journal Of Economic Literature*, 43(3), 762-800.
- [7]. Alexandra, V. (2018). Predicting Cq Development In The Context Of Experiential Cross-Cultural Training: The Role Of Social Dominance Orientation And The Propensity To Change Stereotypes. *Academy Of Management Learning & Education*, 17(1), 62-78.
- [8]. Alexandra, V., Ehrhart, K. H., & Randel, A. E. (2021). Cultural Intelligence, Perceived Inclusion, And Cultural Diversity In Workgroups. *Personality And Individual Differences*, 168, 110285.
- [9]. Amaram, D. I. (2007). Cultural Diversity: Implications For Workplace Management. *Journal Of Diversity Management (Jdm)*, 2(4), 1-6.
- [10]. Ang, S., Van Dyne, L., Koh, C. K. S., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural Intelligence: Its Measurement And Effects On Cultural Judgment And Decision Making, Cultural Adaptation And Task Performance, *Management And Organization Review*, 3, 335-371.
- [11]. Ang, S., Van Dyne, L., Koh, C., & Ng, K. Y. (2004), The Measurement Of Cultural Intelligence. Paper Presented At The 2004 Academy Of Management Meetings Symposium On Cultural Intelligence In The 21st Century. New Orleans, La.
- [12]. Armache, J. (2012). Diversity In The Workplace: Benefits And Challenges. *Conflict Resolution & Negotiation Journal*, (1), 1-11.
- [13]. Barmeyer, C., & Mayrhofer, U. (2008). The Contribution Of Intercultural Management To The Success Of International Mergers And Acquisitions: An Analysis Of The Eads Group. *International Business Review*, 17(1), 28-38.
- [14]. Barney, J. B. (1989). Asset Stocks And Sustained Competitive Advantage: A Comment. *Management Science*, 35(12), 1511-1513.
- [15]. Barney, J. B., & Clark, D. N. (2007). *Resource-Based Theory: Creating And Sustaining Competitive Advantage*. Oxford, UK: Oxford University Press
- [16]. Becker, M. (2006). *Diversity Management*. Stuttgart: Schäffer-Poeschel Verlag.
- [17]. Bernardo, A. B., & Presbitero, A. (2017). Belief In Polyculturalism And Cultural Intelligence: Individual-And Country-Level Differences. *Personality And Individual Differences*, 119, 307-310.
- [18]. Berscheid, E.; Walster, H. (1978) *Interpersonal Attraction*, Reading, Ma. London: Addison.
- [19]. Beugelsdijk, S., Kostova, T., & Roth, K. (2017). An Overview Of Hofstede-Inspired Country-Level Culture Research In International Business Since 2006. *Journal Of International Business Studies*, 48, 30-47.
- [20]. Bjerregaard, T., Luring, J., & Klitmøller, A. (2009). A Critical Analysis Of Intercultural Communication Research In Cross-Cultural Management: Introducing Newer Developments In Anthropology. *Critical Perspectives On International Business*, 5(3), 207-228.
- [21]. Charas, S. (2015). Improving Corporate Performance By Enhancing Team Dynamics At The Board Level. *International Journal Of Disclosure And Governance*, 12, 107-131.
- [22]. Clark, J. M., & Polesello, D. (2017). Emotional And Cultural Intelligence In Diverse Workplaces: Getting Out Of The Box. *Industrial And Commercial Training*, 49(7/8), 337-349.
- [23]. Cox, T. H., & Blake, S. (1991). Managing Cultural Diversity: Implications For Organizational Competitiveness. *Academy Of Management Perspectives*, 5(3), 45-56.
- [24]. Cox Jr, T. (1991). The Multicultural Organization. *Academy Of Management Perspectives*, 5(2), 34-47.
- [25]. Cox, T. H., & Blake, S. 1991. Managing Cultural Diversity: Implications For Organizational Competitiveness. *Academy Of Management Executive*, 5: 45-56.
- [26]. Cross, E.Y., Katz, J. H., Miller, F.A., & Seashore, E. (1994). *The Promise Of Diversity:Over 40 Voices Discuss Strategies For Eliminating Discrimination In Organizations* ,Burr Ridge, Ill :Irwin
- [27]. Dalluay, V. S., & Jalagat, R. C. (2016). Impacts Of Leadership Style Effectiveness Of Managers And Department Heads To Employees' Job Satisfaction And Performance On Selected Small-Scale Businesses In Cavite, Philippines. *International Journal Of Recent Advances In Organizational Behaviour & Decision Sciences*, 2(2).
- [28]. Dimaggio, P.J., Powell, W.W., (1983). The Iron Cage Revisited: Institutional Isomorphism And Collective Reality In Organizational Fields. *American Sociological Review* 48, 147-160.
- [29]. Downey, S. N., Van Der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The Role Of Diversity Practices And Inclusion In Promoting Trust And Employee Engagement. *Journal Of Applied Social Psychology*, 45(1), 35-44.

- [30]. Earley, P. C., & Mosakowski, E. (2004). Cultural Intelligence. *Harvard Business Review*, 82(10), 139-146.
- [31]. Earley, P. C., & Ang, S. (2003). *Cultural Intelligence: Individual Interactions Across Cultures*. Palo Alto, Ca: Stanford University Press.
- [32]. Erez, M., Lisak, A., Harush, R., Glikson, E., Nouri, R., & Shokef, E. (2013). Going Global: Developing Management Students' Cultural Intelligence And Global Identity In Culturally Diverse Virtual Teams. *Academy Of Management Learning & Education*, 12(3), 330-355.
- [33]. Foma, E. (2014). Impact Of Workplace Diversity. *Review Of Integrative Business And Economics Research*, 3(1), 382-405.
- [34]. Friedman, H. H., Friedman, L. W., & Levertov, C. (2016). Increase Diversity To Boost Creativity And Enhance Problem Solving. *Psychosociological Issues In Human Resource Management*, 4(2), 7-18.
- [35]. Gelner, C., & Stephen, V. (2009). The Impact Of Aging And Age Diversity On Company Performance. *Academy Of Management Executive*, 14(1), 93-105.
- [36]. Hayles, V. R. (2009). Diversity At The Workplace. *Hrm Review*, 36-40.
- [37]. Hofstede G (1980, 2021) *Culture's Consequences: International Differences In Work-Related Values*. Thousand Oaks: Sage.
- [38]. Holden N (2002) *Cross Cultural Management: A Knowledge Management Perspective*. Harlow: Pearson Education.
- [39]. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, Leadership, And Organizations: The Globe Study Of 62 Societies*. Sage Publications.
- [40]. Iannello, P., Mottini, A., Tirelli, S., Riva, S., & Antonietti, A. (2017). Ambiguity And Uncertainty Tolerance, Need For Cognition, And Their Association With Stress. A Study Among Italian Practicing Physicians. *Medical Education Online*, 22(1), 1-22.
- [41]. Janssens, M., & Steyaert, C. (2003). Theories Of Diversity Within Organisation Studies: Debates And Future Trajectories. Available [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=389044](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=389044).
- [42]. Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A Quarter Century Of Culture's Consequences: A Review Of Empirical Research Incorporating Hofstede's Cultural Values Framework. *Journal Of International Business Studies*, 37, 285-320.
- [43]. Koall, I., Bruchhagen, V., & Höher, F. (2004). Managing Diversity: Ansätze Und Zumutungen Zum Umgang Mit Vielfalt In Der Organisation. *Managing Diversity*, 17(2), 4-9.
- [44]. Kunze, F., Boehm, S., & Bruch, H. (2009). Age Diversity, Age Discrimination, And Performance Consequences--A Cross Organizational Study. In *Academy Of Management Proceedings (Vol. 2009, No. 1, Pp. 1-6)*. Briarcliff Manor, Ny 10510: Academy Of Management.
- [45]. Lau, D. C., & Murnighan, J. K. (2005). Interactions Within Groups And Subgroups: The Effects Of Demographic Faultlines. *Academy Of Management Journal*, 48(4), 645-659.
- [46]. Lee, N., & Nathan, M. (2011). Does Cultural Diversity Help Innovation In Cities: Evidence From London Firms. *Working Paper 69*, London.
- [47]. Li, C., Lin, C., Tien, Y., & Chen, C. (2017). A Multilevel Model Of Team Cultural Diversity And Creativity: The Role Of Climate For Inclusion. *The Journal Of Creative Behavior*, 51(2), 163-179.
- [48]. Li, M. (2020). An Examination Of Two Major Constructs Of Cross-Cultural Competence: Cultural Intelligence And Intercultural Competence. *Personality And Individual Differences*, 7(4), 164-180.
- [49]. Lisak, A., & Erez, M. (2015). Leadership Emergence In Multicultural Teams: The Power Of Global Characteristics. *Journal Of World Business*, 50(1), 3-14.
- [50]. Martinez, R. J., & Dacin, M. T. 1999. Efficiency Motives And Normative Logic: Combining Transactions Costs And Institutional Logic. *Journal Of Management*, 25: 75-95.
- [51]. Mateescu, M. V. (2017). Cultural Diversity In The Workplace-Discourse And Perspectives. *Online Journal Modelling The New Europe*, (24), 23-35.
- [52]. Mcsweeney, B. (2009). Dynamic Diversity: Variety And Variation Within Countries. *Organization Studies*, 30(9), 933-957.
- [53]. Mercan, N. (2016). Çok Kültürlü Ortamlarda Kültürel Zekânın Kültürler Arası Duyarlılık İle İlişkisine Yönelik Bir Araştırma. *Niğde Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi*, 9(1), 1-13.
- [54]. Barak, M. M., Travis, D. J., & Roberson, Q. (2013). *The Oxford Handbook Of Diversity And Work*. Encyclopedia Of Social Work, U.K.
- [55]. Morgan, G. (1989). *Creative Organization Theory: A Resourcebook*. Sage Publishing.
- [56]. Morgan, J., & Vardy, F. (2009). Diversity In The Workplace. *American Economic Review*, 99(1), 472-485.
- [57]. Ng, K.-Y., Van Dyne, L., & Ang, S. (2012). Cultural Intelligence: A Review, Reflections, And Recommendations For Future Research. In A. M. Ryan, F. T. L. Leong, & F. L. Oswald (Eds.), *Conducting Multinational Research: Applying Organizational Psychology In The Workplace (Pp. 29-58)*. American Psychological Association.
- [58]. Nkomo, S.M. (1995) Identities And The Complexity Of Diversity , In: S.E. Jackson & M.N.Ruderman (Eds.), *Diversity In Work Teams*. Washington Dc: American Psychological Association
- [59]. Oesterle Mj., & Wolf, J. (2011). 50 Years Of Management International Review And Ib And Im Research. An Inventory And Some Suggestions For The Field's Development. *Management International Review* 51(6): 735-54.
- [60]. Peretz, H., Levi, A., & Fried, Y. (2015). Organizational Diversity Programs Across Cultures: Effects On Absenteeism, Turnover, Performance And Innovation. *The International Journal Of Human Resource Management*, 26(6), 875-903.
- [61]. Phillips, M., & Sackmann, S. (2015). *Cross Cultural Management Rising*. The Routledge Companion Of Cross-Cultural Management, 8-18.
- [62]. Pitcher, P., & Smith, A. D. (2001). Top Management Team Heterogeneity: Personality, Power, And Proxies. *Organization Science*, 12(1), 1-18.
- [63]. Pudelko, M., Tenzer, H., & Harzing, A. W. (2015). Cross-Cultural Management And Language Studies Within International Business Research: Past And Present Paradigms And Suggestions For Future Research. In *The Routledge Companion To Cross-Cultural Management (Pp. 85-94)*. U.S.A.:Routledge.
- [64]. Roberson, Q. M. (2019). Diversity In The Workplace: A Review, Synthesis, And Future Research Agenda. *Annual Review Of Organizational Psychology And Organizational Behavior*, 6, 69-88.
- [65]. Rotter, N. G., & O'connell, A. N. (1982). The Relationships Among Sex-Role Orientation, Cognitive Complexity, And Tolerance For Ambiguity. *Sex Roles*, 8, 1209-1220.
- [66]. Scott, W. R. (1995). *Institutions And Organizations*. Thousand Oaks, Ca: Sage Publishing.
- [67]. Tajfel, H. E. (1978). Differentiation Between Social Groups: Studies In The Social Psychology Of Intergroup Relations. Academic Press.
- [68]. Thomas, D. A. (2016). Diversity As Strategy. In *Readings And Cases In International Human Resource Management (Pp. 105-118)*. U.S.A.:Routledge.



- [69]. Turner, J. (1987) *Rediscovering The Social Group: A Social Categorization Theory*, Oxford, U.K.: Blackwell
- [70]. Usunier, J. C. (1998). *International And Cross-Cultural Management Research*. U.S.A.:Sage Publishing.
- [71]. Van Dyne, L., Kamdar, D., & Joireman, J. (2008). In-Role Perceptions Buffer The Negative Impact Of Low Lmx On Helping And Enhance The Positive Impact Of High Lmx On Voice. *Journal Of Applied Psychology*, 93(6), 1180-1195.
- [72]. Vural, Z., & Liedtke, C. (2017). Diversity Management And Corporate Culture: A System-Theoretical Perspective. *Gumushane Universty Electronic Journal Of The Faculty Of Communication/Gümüşhane Üniversitesi İletişim Fakültesi Elektronik Dergisi*, 5(1), 1-17.
- [73]. Watson, W. E., Johnson, L., Kumar, K., & Critelli, J. (1998). Process Gain And Process Loss: Comparing İnterpersonal Processes And Performance Of Culturally Diverse And Non-Diverse Teams Across Time. *International Journal Of Intercultural Relations*, 22(4), 409-430.
- [74]. Wentling. R.M. And Palma- Rivas, N. (2000), “Current Status Of Diversity İnitatives İn Selected Multinational Corporations”, *Human Resource Development Quarterly*, Vol. 11 No. 1, Pp. 35- 60.