

An Exploration of Global Leadership: Culture, Ethics, and Conflict Management

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Leading in a global environment can be an overwhelming experience. This purpose of this paper was to examine the characteristics and practices that are necessary to lead global organizations today and into the future. It also discussed the characteristics and practices needed by global leaders to develop and maintain a healthy teamwork environment. Conflict management, diversity, organizational culture, and ethics were also explored, including how they help an organization maintain a competitive advantage. However, the literature review revealed a gap in future research to be focused on the correlation between organizational culture and emotional intelligence and their influence on leadership effectiveness.

INTRODUCTION

Leadership is a simple concept to understand, yet it is a complex action in its application and execution. Leading in any capacity can be challenging. However, leading in a global environment can be an overwhelming experience. There are many aspects of leadership that can overwhelm even the most seasoned leader. From a global perspective, leadership has some unique challenges. For example, there are organizational and national cultural factors that must be considered when leading today's global organizations. Also, while global organizations can be highly diverse, the different perspectives which help create value often leads to conflict among employees who may not share the same values. This requires leaders to be skilled at managing conflict. For these organizations to succeed requires teamwork and leaders with the ability to create a shared vision everyone can embrace. All this must be accomplished within an ethical context and culture that promotes organizational success.

Statement of the Problem

Globalization has created a world that is increasingly interconnected. Organizations are becoming more complex and diverse. Differences in perspectives and values between organizational members can often lead to conflict. Also, teamwork is becoming a more common practice and is increasingly being used to achieve organizational goals. To meet the demands being placed on today's organizations requires leaders to operate within an ethical framework. Leaders also need to create an organizational culture that promotes sustainability.

This purpose of this paper is to provide a literature review of leadership in a cultural context, ethics and values, and conflict management in a global environment. It will also examine the characteristics and practices that are necessary to lead global organizations today and in the future. Also, it will discuss the characteristics and practices needed by global leaders to develop and maintain a healthy teamwork

environment. Conflict management, diversity, organizational culture, and ethics will also be explored. Finally, this paper will address how the essential leadership characteristics and practices identified in this paper can help organizations maintain a competitive edge in today's global environment.

LITERATURE REVIEW

Interest in cross-cultural research has increased over the past decade. This is primarily due to the impact globalization has had on global markets and societies. To be effective in the global environment, leaders need to operate in a transcultural context and develop a global mindset (Ward, Brown, & Kiruswa, 2015). This requires an understanding of the cultural context in which the leader must lead. Also, leaders must be aware of the values and ethical framework within each culture. This includes the ability to manage conflict which occurs due to differences between cultural values and beliefs. This literature review will examine the cultural aspects of leadership, ethics, and conflict management in the global environment. It will also explore the theoretical framework and competing perspectives found in the literature.

Leadership from a Cultural Context

Two of the most commonly used theoretical frameworks for studying leadership from a cultural perspective is Hofstede's cultural dimensions and the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project (Robbins & Judge, 2015). For example, Ward, Brown, and Kiruswa (2015) conducted an exploratory study to determine the applicability of the GLOBE project's leadership dimensions to South African Subcultures. The study used the GLOBE project's theoretical framework to determine if they were also specifically applicable to the Maasai culture. The findings suggested that the six cultural leadership dimensions might not always reflect the common beliefs of homogeneous populations. Therefore, the study showed that the six cultural leadership dimensions might differ within national borders. As a result, it can be argued that the cultural dimensions within the GLOBE project's theoretical framework might not be universally generalized to other subcultures as well.

In another leadership study using the GLOBE project's theoretical framework, Rao (2013) investigated the role of national culture on human resource best practices in India to help global leaders develop better human resource management strategies for their firms. India's economy is emerging as a key economic player in the world today. By studying the Indian culture and integrating the national cultural dimensions with the research findings, it would help multinational companies wishing to conduct business in the country. The findings acknowledged the important role that national cultural dimensions play on the HR best practices of global firms. This is important because Rao postulated that national cultures could impact HR practices. The implication for global HR managers is that these cultural dimensions can be used for developing a set of hiring criteria by leaders for future employees.

Furthermore, using Hofstede's theoretical framework, Meng (2015) examined cultural perspectives from a national and organizational level and their impact on leadership effectiveness by communication executives. The findings showed that effective leadership was attributed more to an organization's culture than just national culture alone. Therefore, according to Meng, an organization's culture was a greater factor in determining leadership effectiveness than national culture. Meng also identified several leadership characteristics that were essential to developing an organization's culture and leadership effectiveness. For example, strategic thinking, team building skills, and visionary leadership were all leadership characteristics which were found to contribute to an organization's performance. However, while creating a strong organizational culture is essential for success, interpreting the qualitative analysis in the study can be problematic. The reason is that it can be argued that the subjective nature of the analysis may not be generalized to other organization. Also, since only two major international cities were used as proxies for national culture, it raises concerns because studies have shown that cultural dimensions might not be generalized to other cultures (Ward, Brown, & Kiruswa, 2015).

According to Posner (2013), most cross-cultural research studies postulate that national culture has a significant impact on leadership effectiveness. Using the leadership challenge theoretical framework

(Kouzes & Posner, 2012), Posner examined national culture and its impact on leadership effectiveness. The findings revealed that a leader's behavior was more predictive of leadership effectiveness than national culture. In fact, an analysis of the findings suggested that how leadership was practiced varied from one culture to another. Therefore, it could be argued that national culture does influence leadership behavior and effectiveness. However, Posner's results are inconsistent with other research which has shown that organizational culture had a greater impact on leadership behavior than national culture (Meng, 2015). Also, Posner's research was limited to professional healthcare executives. Therefore, the participants may not be representative of the national cultures they were from, making it difficult to generalize the results to other cultures.

However, other research supports the importance of organizational culture over national culture when it comes to leadership effectiveness. For example, Kattman's (2014) examined whether national culture or organizational culture had a significant impact on an organization's ability to improve performance. Kattman postulated that organizational culture was a greater driver of organizational performance than national culture. The findings suggested that organizational culture plays a greater role in influencing organizational effectiveness than national culture. While Kattman's study provided additional support in favor of organizational culture as a predictor of leadership effectiveness over national culture, research findings are mixed (Posner, 2013). Also, Kattman's study had a small sample size and lacked diversity among the companies surveyed. This may have introduced bias into the selection process. As a result, caution must be taken when attempting to generalize the findings to other global companies.

Finally, Richardson, Millage, Millage, and Lane (2014) postulated that leadership styles could be attributed to a country's culture. To ascertain whether national culture had any impact on leadership style, Richardson et al. studied the leadership styles of leaders from China, Germany, and Russia. The results showed that leadership styles were correlated to the values of the country the leaders were from. While there are many factors that can contribute to the success of business, the most commonly cited is leadership style. Therefore, understanding the impact culture has on leadership styles can help organizations develop leadership training programs that apply to the cultural context of a particular country.

Ethics and Values

Ethics is another characteristic of leadership that has received much attention in cross-cultural research. Particularly because today's international leaders are increasingly expected to lead ethically. Since global leaders encounter diverse ethical value systems, it is important to understand how those different beliefs impact leadership. For example, Eisenbeiß and Brodbeck (2014) conducted a study to determine the cross-cultural similarities and differences in ethical perceptions by international leaders in multinational firms. According to Eisenbeiß and Brodbeck, global executives need to lead across different cultures. Therefore, there needs to be a more holistic approach to ethical leadership in a global environment. The results showed there was a shared perception about ethical and unethical leadership behavior among the international leaders. Since respondents held common ethical beliefs, Eisenbeiß and Brodbeck recommended that a universal set of ethical standards should be developed. However, these ethical standards should be value-based rather than compliance oriented.

While Eisenbeiß and Brodbeck (2014) recommended developing a set of universal ethical standards, some countries are still developing their ethical business cultures. For example, China a major emerging economy, is struggling to adopt a Western ethical philosophy which has a strong influence on international business. In a study that examined China's ethical business environment, Berger and Herstein (2014) argued that China needed to change its ethical business climate if it were to become a global economic force. However, research has shown that each country has its own culture which contributes to its unique ethical values (Villatoro, Chang, & Lane, 2014). Berger and Herstein's study relied on their anecdotal business experience in China. China's culture is also collectivist while Western culture tends to be individualistic. These cultural dimensions have an impact on a country's ethical values (Berger & Herstein). Therefore, it can be argued that an ethnocentric Western perspective on leadership

ethics is being imposed on some emerging countries instead of valuing each country's unique cultural values.

Ethical leadership is not only a concern for global private sector firms but also government agencies and the interactions which occur between these organizations. By leading ethically, government agencies can create an ethical business culture which can have a positive impact on their country's economy. For example, Said, Hasan, Saimin, and Omar (2017) studied the influence of ethical, cultural leadership practices on companies that did business with the Malaysian government and its impact on organizational performance. The findings showed that ethical practices were related to leadership qualities. However, there was no significant correlation between having an ethical culture and organizational performance. However, the lack of an ethical culture may be problematic for a country's economic development (Berger & Herstein, 2014). For example, it can be argued that countries with a poor ethical business culture may discourage companies from conducting business with them due to lack of trust.

Although Said et al.'s (2017) findings showed that an ethical culture was not linked to organizational performance, every country does have its unique ethical standards. For example, Villatoro, Chang, and Lane (2014) conducted a study to investigate the ethical values of cross-cultural differences in three foreign countries. Using Hofstede's cultural dimensions and the concepts of relativism and idealism as ethical constructs, the results showed that culture was a factor for ethical behavior within each country. This research demonstrates the significant role a country's culture and ethical values have on its society and its overall business environment. Therefore, to succeed in the global business environment, global leaders must be aware of the culture and ethical values of the countries in which they operate.

Ethics and the role of business are increasingly becoming important factors in the global environment. Much of this is due to the ethical scandals that have impacted global markets. In light of the most recent global economic crises, Hamzaee (2014) studied the ethical perceptions of business students and their ethical perceptions of the economic crises. Using a theoretical framework based on capitalism to determine its impact on ethical conduct, Hamzaee postulated that capitalism could sometimes cause people to behave unethically when attempting to maximize wealth. The results showed that while ethical values were essential to business, more government intervention was needed in a business culture that valued mostly wealth building. The results also showed that increased ethical standards could lead to greater trust by consumers and increased economic activity. Therefore, the implication for business leaders is that if they fail to develop a strong ethical culture, they will jeopardize their economic future.

Finally, the problem of reoccurring unethical behavior by employees raises questions about whether ethics training is effective in a global environment. In a study designed to identify gaps in ethical training programs in US-based global companies, Weber (2015) postulated that training was an effective tool for mitigating unethical behavior. The finding showed that ethical programs were helpful in mitigating unethical behavior. However, it was unclear whether they were effective. An analysis of the findings revealed that ethics training was often too short or infrequent. There was also a lack of established metrics necessary for determining training effectiveness. Therefore, while ethics training is beneficial, failing to measure its effectiveness was a serious limitation in the struggle to curb the unethical behavior.

Conflict Management

Conflict management involves resolving disputes that typically involves differences in people's values and beliefs. While diversity can often lead to conflict, cultural diversity among group members can have a positive impact on conflict management resolutions. For example, Ayub and Jehn (2014) examined cultural diversity and its impact on conflict management approaches and group performance. Ayub and Jehn hypothesized that diversity had a positive impact on conflict management styles and group performance. The findings showed that cultural diversity improved group performance and helped reduce conflict. However, caution must be taken when attempting to generalize these findings because the study did not include real group interactions. Rather, the study used simulated group behavior. Also, regardless of whether the findings were based on simulated behavior or not, it is ultimately the leader's responsibility to manage conflict. Leaders must provide an environment that minimizes the potential for conflict within the organization, according to Willington (as cited in Pearson, 2017).

Research has also shown that national culture influences the type of conflict management method used to resolve conflict in business. Using Hofstede's cultural dimensions' theoretical framework, Cangioni and Spataro (2014) examined whether national culture had an impact on cross-cultural conflict management styles. The findings showed that collectivist cultures preferred a negotiation conflict style while high power distance cultures chose to litigate. However, the study's findings do not take into consideration that a multinational corporation's headquarters might influence which conflict style will be used in the conflict. This can be problematic. For example, the conflict management approach chosen by headquarters may not take into consideration the cultural context of the people involved in the conflict. As a result, it can be argued that the conflict could escalate throughout the organization, according to Godiwalla (as cited in Pearson, 2017).

However, research is still mixed on the impact that national cultural values have on preferred conflict management styles. For example, Corey, Fok, and Payne (2014) examined the national cultural values and conflict management approaches between two different countries. Using Hofstede's cultural dimensions and the five different conflict management approaches as theoretical constructs, the findings revealed two different results. The raw data indicated no relationship between national culture and conflict styles. However, using dichotomous coding revealed a significant relationship between conflict style and national culture. Since the study measured behavior intentions rather than actual observed behavior, it is limited in how leadership practitioners can apply these findings within their organization. Therefore, more empirical evidence is needed to determine national culture's impact on conflict management approaches.

The ability to lead across cultures also requires that leaders be culturally intelligent (Livermore, Ang, & Van, 2015). Research has shown that cultural intelligence can be used to determine a leader's preferred conflict management style. For example, Gonçalves et al. (2016) examined whether cultural intelligence could be used to effectively resolve interpersonal conflict. The findings showed that cultural intelligence is an important factor when leading across cultures (Livermore, Ang, & Van). The implication for global leaders is that cultural intelligence can be used to improve the ability to resolve conflicts across cultures. Therefore, it can be argued that cultural intelligence promotes effective conflict solutions. As a result, training should be directed towards improving the cultural intelligence of organizational leaders who operate in a global environment.

Furthermore, other studies have shown support for the argument that emotional intelligence influences the choice of conflict management styles. For example, Hopkins and Yonker (2015) examined the relationship between emotional intelligence and conflict management methods used in the workplace. The findings showed that there was a positive relationship between emotional intelligence characteristics, such as problem-solving abilities and impulse control and conflict management approaches. As a result, emotional intelligence was linked to the type of conflict management styles chosen. The implications that could be taken from both of these studies (Hopkins & Yonker; Gonçalves et al., 2016) for organizational leaders is that more training should be used to develop the emotional intelligence characteristics that lead to effective cross-cultural conflict solutions.

Finally, leadership styles have also been linked to the type of conflict management approaches managers use. For example, Saeed et al. (2014) examined the relationship between leadership styles and the choice of conflict management methods used by managers. Saeed et al. postulated that leadership styles are stable and could be a predictor of conflict management approaches used by leaders. The findings showed that transactional leadership was positively correlated with the compromising conflict management style while the laissez-faire leadership style was linked to the avoidance conflict management style. Also, transformational leadership was positively related to the integrating conflict management style. Therefore, it appears that leadership styles are linked to conflict management approaches. However, when it comes to gender, studies have found no relationship between a leader's gender and conflict management styles, according to Korabik and Baril (as cited in Pearson, 2017).

CHARACTERISTICS AND PRACTICES ESSENTIAL TO GLOBAL LEADERSHIP

Globalization has had a major impact on how organizations conduct business in today's global business environment. Changes in the social, economic, and political environments are increasingly occurring. Much of this change is being driven by technology (Sheppard, Sarros, & Santora, 2013). According to Cseh, Davis, and Khilji, (2013), today's global leaders will need to possess a global mindset if they are to succeed. The ability to think strategically, act ethically, and drive innovative change will also be necessary characteristics essential for success (Sheppard, Sarros, & Santora). Also, today's global organizations are increasingly culturally diverse. This will require that global leaders be sensitive to the values and beliefs of other cultures (George, 2015). George further adds that collaboration and the ability to create a shared vision will be essential to help global leaders achieve organizational goals. Additional characteristics and practices that are essential to global leadership are conflict management skills and organizational cultures which promote teamwork.

Leadership and Teamwork

Global organizations consist of many diverse individuals who collectively work together to achieve common goals. These efforts require teamwork and effective leadership at a global level. As a result, there are several characteristics and practices needed for leading today's global teams. For example, establishing clear goals and serving as a role model is a couple of attributes necessary for leading global teams (Forsyth, 2016). According to Mendenhall (2013), leaders who develop a team culture of trust and respect for cultural differences create effective teams. In fact, organizational leaders who build trust and respect among team members have been shown to increase organizational performance (Matthews & McLees, 2015). Multicultural diversity is also a common component of global teams. As a result, many team members may speak another language. Therefore, the ability to communicate using different languages is helpful when leading global teams (Dumitrescu, Lie, & Dobrescu, 2014).

Furthermore, leaders who empower their team members and provide the needed resources to accomplish organizational goals are more effective (Taneja, Sewell, & Pryor, 2012). Thompson (2014) further adds that leaders must be able to plan and coordinate teamwork, including removing obstacles which hinder team members from achieving their goals. Technological advances have also made it possible for global teams to work in virtual environments. Therefore, global team leaders must be technically savvy to be effective in this type of environment (Derven, 2016). Also, to maximize team effectiveness global team leaders must have strong coaching skills (Northouse, 2016). In a global business environment, consumer tastes and preferences vary from one country to another. To exceed customer service expectations, global readers must have the ability to build customer relationships (Chakrabarty, 2013). Finally, Mendenhall (2013) further adds that global leaders must be comfortable with ambiguity and be able to think critically.

However, leading global teams is not without its challenges. For example, the lack of clarity about team objectives or poor decision-making processes can render teams ineffective (Hedman & Valo, 2015). When members of global teams are unable to share their experiences and the knowledge they have to help achieve team goals, it creates challenges for team leaders. This can lead to team ineffectiveness, according to Taylor (2013). Diversity is also an important component of success in global teams. Not only is cultural and demographic diversity important to global teams, but differences in skills and knowledge are also important. Therefore, failing to build global teams in which members have a set of diverse skills and knowledge, creates frustration and can lead to team conflict (Robbins & Judge, 2015).

Leadership and Conflict Management

Global organizations are comprised of individuals from different cultural backgrounds, demographic groups, and value systems. This can create an environment ripe for interpersonal conflict. For example, differences in values and beliefs, including stereotypes and prejudices towards other organizational members can produce conflict (Hughes, Ginnette, & Curphy, 2015). To avoid disrupting the organization's ability to achieve its objectives, global leaders must be prepared to manage conflict. There

are five conflict management practices that can be used by leaders in global organizations, according to Hughes, Ginnette, and Curphy. The competing style is used when trying to satisfy the leader's interests. The Collaboration style is appropriate when trying to satisfy the needs of everyone involved in the conflict. If the leader wishes to withdraw from the conflict, he or she can choose the avoiding style. The accommodating style is best used when the leader wants to place more emphasis on the interests of other persons rather than those of their own. Finally, the compromising style is used when leaders want to give up something in return for something else.

To help improve organizational performance, global leaders need to create a harmonious environment which minimizes workplace conflict. However, at some point in time, a conflict will eventually happen. When conflict does occur, leadership styles have been shown to influence the conflict management practices chosen by leaders. In a study design to determine the relationship between conflict management approaches and leadership styles, Saeed et al. (2014) showed that leadership styles positively contributed to the conflict management methods which were chosen by managers. Saeed et al. further added that leaders who exhibited a transformational leadership style were found to be more effective in managing conflict than leaders who used transactional or laissez-faire leadership styles. Saeed et al. argued that these differences were due to transformational leaders being more open minded in their approach to handling conflict.

Ethical Leadership

Ethical leadership involves the moral choices that leaders make and how their decisions differentiate between right and wrong choices (Hartman & DesJardins, 2013). Ethics is also about the values and beliefs which are shared by a group or society (Northouse, 2016). Global leaders operate in different countries around the world. Each with its own set of ethical constructs. As a result, different cultural beliefs and values can impact the interaction which occurs between global leaders and their followers. For example, Bedi, Alpaslan, and Green (2016) examined the impact of ethical leadership on follower perceptions. Their findings showed a positive relationship between ethical leadership behavior and how followers felt they were being treated. Bedi, Alpaslan, and Green further added that a follower's national culture also had a moderate influence on how they perceived the leader's ethical behavior. Also, other research has shown that there is a relationship between national culture and ethical leadership behavior (Eisenbeiß & Brodbeck, 2014). Therefore, global leaders must be aware of the ethical characteristics and practices needed for leading ethically in a global environment.

Hughes, Ginnett, and Curphy (2015) identified several characteristics and practices global leaders could implement to create an ethical climate in the workplace. First, leaders could be more empathetic and show greater compassion towards their followers. They could also manage how followers perceive fairness by treating others with respect even when there are disagreements between them. Global leaders should also hold themselves accountable to higher standards of ethical behavior both privately and publicly. A leader's actions should also be consistent with those of their organization's ethical values and beliefs. To ensure there is an ethical framework in place for holding everyone accountable, formal procedures and policies on acceptable ethical behavior should be developed. However, these policies and procedures need to be applied consistently throughout the entire organization to avoid partiality and maintain the perceptions of fairness, according to Hughes, Ginnett, and Curphy. All these recommendations would help contribute to a successful organizational culture.

Leadership and Organizational Culture

While national culture has been shown to influence leadership effectiveness (Posner, 2013), organizational culture also has a significant role to play with leadership and how leadership is practiced. In fact, research findings have shown that organizational culture can have a greater impact on leadership and leadership practices than national culture alone (Meng, 2015; Kattman, 2014). Therefore, global leaders must be aware of the underlying interactions which occur between organizational culture and leadership. According to Schein and Schein (2017), organizational culture needs to be analyzed at three different levels. Between these three levels are organizational beliefs, values, and normative behaviors.

For organizational leaders to be effective, they must understand their organization's culture. Otherwise, any attempt to manage or implement change will fail (Schein & Schein, 2017).

The basic assumptions of an organization's culture are similar to those assumptions found within national cultures. Therefore, the characteristics and practices of organizations are based on the experiences, perceptions, and mental mindsets which a group of people shares among themselves (Schein & Schein, 2017). Since both national culture and organizational culture have been shown to influence leadership effectiveness, culture can be used to help predict how leaders will behave in an organization (Nohria & Khurana, 2010). However, while poor leadership, persistent unethical behavior, and corruption, including an unwillingness to embrace change are characteristics of a toxic organizational culture (Schein & Schein), research has shown there are several positive organizational practices which can lead to high performing organizations. For example, according to Caldwell (2015), organizational cultures which support learning, have strong management teams, and value diversity has an impact on a leader's effectiveness. Therefore, organizational culture and its influence on leadership cannot be ignored.

Leadership and Diversity

Today's organizations are becoming increasingly more diverse. For example, the composition of most global organizations consists of differences in gender, age, ethnicity, and cultural values, including different languages. Much of this diversity is being driven by globalization. As a result, global leaders will need to be capable of leading in a diverse workplace environment. With so much diversity found in these organizations, leaders must also find a way to provide an environment in which followers feel valued and can contribute to the organization in a meaningful manner (Dervin, 2014). Therefore, managing diversity within today's workplace will be a necessary practice required by today's global leader (Sharma, 2016). This will involve creating an organizational culture which encourages and values diversity so that organizational performance can be maximized, according to Sharma. In fact, leaders who can manage diversity effectively will be in a better position to minimize potential interpersonal conflicts (Smith, 2015).

There are several characteristics and practices that will help global leaders manage diversity more effectively, according to Verma (2015). For example, leaders throughout the organization must create and support diversity within their organization's culture. Top leadership must embrace all efforts to support diversity management, or others will fail to see the value diversity brings to the organization. There must also be a set of policies and procedures that pertain to diversity management practices. Employees throughout the organization should also receive consistent training on the value diversity brings to the organization. Also, human resource officers need to conduct periodic assessments to determine training effectiveness and to identify any potential stereotypes or prejudice towards organizational members. Also, diversity efforts should be readily communicated using different communication channels within the organization. Finally, accountability and monitoring systems must be built into diversity management initiatives to ensure successful adaptation. Together, these practices will help create a culture of diversity and inclusiveness.

Creating a Competitive Advantage

To create a competitive advantage in today's global environment requires teamwork and the ability to manage conflict. It also requires that global leaders have a strong moral compass guided by sound ethical principles. They must also understand the impact that both national and organizational cultures have on their ability to lead effectively. Also, they must embrace diversity and create a vision which motivates all organizational members to achieve a common goal. For example, global leaders who promote respect and trust among culturally diverse team members help them achieve organizational goals (Mendenhall, 2013). Also, embracing diversity helps build respect and tolerance to other people's differences. The result is the elimination of stereotypes and prejudices. This helps connect people, so group members feel comfortable working in a multicultural environment (Caldwell, 2015). The ability to manage conflict increases an organization's competitive advantage because disruptions are avoided which can otherwise keep the organization from reaching its goals.

Ethical leadership can also create a competitive advantage. Ethical leaders who hold themselves accountable help develop trust and make employees feel valued (Hughes, Ginnett, & Curphy, 2015). Ultimately, the global market recognizes those firms who behave ethically by rewarding economically. Also, strong organizational cultures create an environment which allows organizations to outperform their counterparts in their industries, according to Caldwell (2015). Collectively, these characteristics and practices help organizations sustain their long-term competitive advantage in the global business market. However, maintaining a competitive advantage cannot be achieved without leaders first having a global mindset (Cseh, Davis, & Khilji, 2013). By having a global mindset, leaders can think holistically about achieving their goals and help their organizations sustain themselves well into the future.

SUMMARY AND CONCLUSION

Leadership is an easy concept to understand but can prove challenging to execute. Leading in the global environment presents unique challenges not faced by domestic leaders. For example, national and organizational cultures are factors which can influence leadership behaviors and the perceptions of followers. This can have an impact on leadership effectiveness. Since global organizations are highly diverse, understanding diversity and the ability to manage conflict are important to leading effectively in a multicultural environment. Also, team building skills are needed for effective cross-cultural collaboration. Without ethical leadership, organizations can find themselves in legal trouble, including the loss of trust by employees and consumers. This paper provided a literature review which examined the cultural aspects of leadership, ethics, and conflict management in the global environment. It also examined different theoretical frameworks and competing perspectives in the literature. Finally, it explored the characteristics and practices needed by global leaders about teamwork, conflict management, diversity, culture, and ethics.

In conclusion, this paper examined the cultural viewpoints of leadership, ethics, and conflict management in the global environment which were found in the literature. For example, using the GLOBE project's theoretical construct, researchers concluded that national cultural dimensions of leadership might differ among the subcultures within the same region. This creates an argument about whether generalizations that can be made based on the GLOBE project's leadership dimensions. In another study of national culture and its influence on leadership, researchers determined that cultural dimensions could help HR leaders develop better international recruiting practices. However, findings of national and organizational culture's impact on leadership were mixed. For example, one study's findings suggested that national culture was a greater factor in leadership behavior, while another argued organizational culture played a greater role in leadership effectiveness than national culture.

Ethical leadership continues to receive much attention in cross-cultural research. It can be argued that this phenomenon can be attributed to globalization and the many different ethical values global leaders must face in the global environment. The literature showed that the leaders of many multinational corporations share common ethical values. As a result, scholars have argued for the development of a universal set of business ethics. Also, ethical leadership is a concern to both public and private sector firms. However, while one study found that ethical leadership was unrelated to organizational performance, research has shown that ethical leadership does influence leadership behavior and those of their followers. Therefore, it remains an important area of research interest.

Conflict management is another area in global leadership that was examined in this paper. Since global organizations are more diverse than domestic companies, differences in cultural values and beliefs can sometimes lead to interpersonal conflict. While the literature showed that cultural diversity had a positive impact on organizational performance, the culture was found to influence a leader's conflict management approach. However, researchers are unable to determine whether national culture or organizational culture has the most impact on a leader's conflict management style. None-the-less, the literature does show that cultural awareness is important when managing conflict. For example, the literature did show that cultural intelligence can have an impact on how leaders manage conflict. Finally,

the literature showed a positive relationship between leadership styles and the approach used by leaders to manage conflict.

Finally, this paper described the characteristics and practices global leaders needed to manage effective teams, conflict management, diversity, culture, and ethics. For example, developing trust and respect in teams have been shown to increase team performance. However, clarity about team goals was necessary for minimizing confusion among team members. Five conflict management styles were identified which could be used to manage conflict in a global environment. Also, creating a harmonious workplace environment has been shown to reduce interpersonal conflict. Leaders who are empathetic and compassionate help improve the perceptions of fairness among organization members. Organizations that have established ethical policies and procedures help promote ethical behaviors. Diversity management initiatives and training were practices found to be helpful in creating an inclusive workplace culture. Together, these characteristics and practices can be used to create a competitive advantage in a global environment.

Future Research Recommendations

The literature review showed that culture plays an important role in leadership behavior, including its effectiveness. However, it is still not clear whether national culture is a greater predictor of leadership effectiveness than organizational culture. However, the current research is limited in scope and diversity. Therefore, future research needs to be focused on a more comprehensive approach involving a larger selection of companies across various regions of the world. This would help delineate whether national or organizational culture leads to enhance organizational performance.

Furthermore, ethical concepts vary from one culture to the other. However, the literature showed that many global leaders share common ethical values. These ethical values were determined to be value-based. As a result, there is a gap in future research to be focused on how value-based leadership can be used in international business as an ethical framework.

Finally, the Literature identified the relationship between emotional intelligence and conflict management styles. However, what is not known is the magnitude that emotional intelligence has on an organization's culture and its impact on performance. Therefore, the literature uncovered a gap in future research to be focused on the correlation between organizational culture and emotional intelligence and their influence on leadership effectiveness.

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