Cross-Cultural Leadership in the UK Construction Sector: Overcoming Challenges, Fostering Innovation, and Achieving Organizational Success through Cultural Competence and Adaptive Strategies

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ABSTRACT

Keywords: Cross-Cultural Leadership; UK Construction Sector; Cultural Intelligence; Adaptive Leadership Strategies; Project Success

The generation of the overview of the topic of the work is done by the elaboration of the aims and objectives along with the scope of the work and the problem statement. The work focuses on the discussion of the topic of the study with the help of the academic literature gathered from Google Scholar. The work has focused on the problem statement of cross-cultural leadership in the UK construction sector where the research process has evaluated a lot of literature based on the objectives and questions of the study. The research process has identified the future scope of the study and also identified the gap in the literature review with well-constructive recommendations.

1. Introduction

1.1 Highlighting the Problem Statement

Cross-cultural leadership is gradually becoming a key part in contributing talents to ambitious undertakings that are necessary for the generation of high success (JD, 2021). The study faces the problem of the lack of awareness regarding the concept of cross-cultural leadership and the effect it produces on the construction sector of the UK. The study faces the problem of the lack of utilisation of proper research methods to examine the topic of the effect of cross-cultural leadership in the construction sector of the UK.

1.2 Previous Research

The research study focuses on the use of the articles from 2020 to 2022 for the better authenticity of the work. The research study chose the articles from the Google Scholar to effectively deal with the integrity of the work.

1.3 Overview of Topic and Its Importance

The research topic deals with the overviews and importance of explanation of the idea of cross-cultural leadership and the way its application by business organisations across the Globe for sustainability. Cross-cultural leadership leads to the formation of high leadership behaviour to match the follower's expectations (Tsai and Qiao, 2021).

1.4 Objectives

Aim

The study aims to illustrate in detail the effect of the idea of cross-cultural leadership that leads to the generation of extremely high success in the construction sector of the UK.

Objectives

1. To examine the concept of cross-cultural leadership
2. To investigate the role of cross-cultural leadership in the project success of the UK construction sector
3. To illuminate in detail the challenges of application of cross-cultural leadership in the attainment of success of the construction sector of the UK with recommendations

Research Question

1. How does cross-cultural leadership lead to the huge success of the construction firms of the UK?

1.5 Scope of Research

The scope of research tends to weigh in on the betterment of the study which has not been possible for the first time due to the time and other resource constraints (Akanle *et al.,* 2020). The scope of the research illustrates the importance of cross-cultural leaders for the success of UK construction sites.

2. Theoretical framework

2.1 Theoretical base of the topic

GLOBE theory

The GLOBE framework tends to weigh in on the generation of the capability of an individual to deal with influencing, motivating and enabling others to contribute towards the effectiveness of the enterprises. The six factors of the model include the participatory, value-based and team-based leadership along with self-proactive, self-government and human-focused leadership which are generalised around the culture across the Globe (Areiqata *et al.,* 2020). The generation of the framework leads to the formation of the high stability of the UK construction organisations through the proper use of cultural leadership to manage a diverse work culture and the inclusion of a slew of different ideas that ultimately help the company. The employees of diverse cultures need to be maintained by the application of the social and cultural values that play a key part in the generation of the effectiveness of the CEO within the company.

Hofstede Cultural dimension
The cultural dimension model of Hofstede is an apt framework for cross-cultural physiology that displays the effect of the culture of the society on the values of its members using the structure derived from factor analysis. The model helps in the generation of the importance of the cultural dimension at the country level in terms of operations related to innovation and helps in the characterisation of cultural dynamics (Escandon *et al.,* 2022). The development of the idea regarding the cultures of the different countries is necessary for the leaders of the UK construction sites to effectively deal with the idea of the diversification of the employee base. The Hofstede model of cultural dimension includes the expansion of business in other countries without facing any cultural obstacles and the fostering of a high appreciation of diversity which is the key to a positive workplace.

Implicit leadership theory
The framework is focused on the generation of a high belief in leadership that is necessary for the smooth combination of knowledge and the observed style of leadership through observing the leadership type from an individual perspective. The model puts focus on the effective characterisation of the traits and abilities of a capable leader including sincerity, honesty and understanding that form a pattern of coherent traits (Da'as *et al.,* 2021). The advantages of the implicit leadership theories include the enhancement of the individuals to recognise the leadership potential in others and the upliftment of the job satisfaction of the employees which helps the UK construction companies.

2.2 Review of Literature

2.2.1 Identification of the concept of cross-cultural leadership

According to Webber (2021), the generation of cross-cultural leadership leads to the smooth integration of the organisational authorities and the responsibilities that lead to the improvement of the enterprises. The characteristics of the cross-culture leaders include the capability to effectively manage the cultural differences of the employees which is essential for a positive work environment. Cross-cultural leadership has a slew of advantages that include the driving of innovation, enhancement of decision-making and expansion of market reach by the

embracing of diverse cultures and leveraging of strengths.

2.2.2 Examining the Role of cross-cultural Leaders in the Success of the UK Construction Sites

Considering the article by Haque and Yamoah (2021), cross-cultural management leads to the anticipation of the leaders in the generation of risk-taking behaviours and the driving of innovation. Cross-cultural leadership enables the managers of the UK construction sites to effectively deliver the project within time and within the allocated budget by establishing a capable correlation between the diverse employees and the formation of a positive workplace. Cross-cultural leaders lead to the formation of high success the construction corporations by guiding the employees to use individual talents to gain a common objective through upholding different cultural heritages.

Investigating the article by Paiuc (2021), the aspect of cross-cultural leadership is the major priority of management groups across the world due to the ability of cultural intelligence to guide leaders in a globalised world. Cross-cultural leaders help in the generation of effective strategies and the ability to effectively cooperate with the different stakeholders within a construction project such as suppliers, employees, investors and others. The management of the UK construction sites weighs in on the application of the cross-cultural leadership that is necessary for the sustainability of the construction firms.

2.2.3 Investigating the challenges faced by cross-cultural leadership along with its recommendations.

Ermasova (2021), states the generation of the challenge in cross-cultural leadership includes the lack of decision-making and social responsibility that is hampering the sustainability of the agencies. The language barriers and the differing cultural norms are also playing a key role as challenges that are hampering the smooth run of the operations of the UK construction sites leading to the missing of project deadlines. The leaders who follow cross-cultural leadership need to focus on the accommodation of the different necessities and preferences of the diverse employee base which is essential for the management of a high work ethic.

According to the article by Schouten *et al* (2020), the mitigation of the language barrier may be done by putting the focus on the provision of proper training to the interpreters and, the use of digital transmission tools and multilingual applications. The differing cultural norms within the diverse workspace may be mitigated by increasing the cultural sensibilities of the employees by training professionals.

3. Methods

3.1 Research Strategy

The work focuses on the application of the secondary data to pile the information required for the conduction of the study by using exclusion and inclusion criteria.

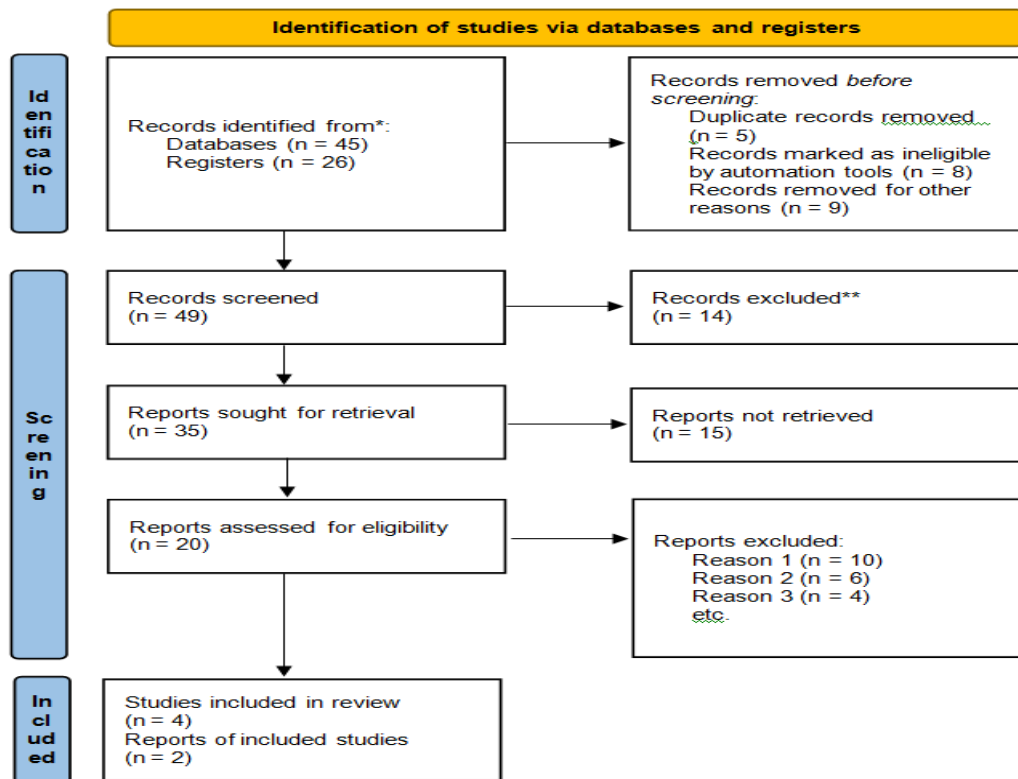| Inclusion criteria	Exclusion criteria
● The articles that are published in the English language. ● The articles which are fully complete and are from the Google Scholars ● The articles that are published on authentic and government websites	● The articles that are in multi-languages ● The articles that are incomplete ● The articles that were published outside before the last five years

Table 1: Inclusion and Exclusion criteria

Keywords: cross-cultural leadership, project success, UK construction sector

3.2 Study selection and data extraction

Secondary data extraction has been the focus of the research study because of the various advantages which secondary data extraction has offered to the process of research. The economics is the biggest advantage behind undertaking secondary data extraction in the research process besides that it saves a lot of time by availing pre-existing research data (Grad.ucl.ac.uk, 2022). On the other hand, secondary data extraction comes with the guidance of experts and professionals and its availability in the form of a huge data *sample size with 6 articles* helps in understanding the research topic with large, national-scale data size.

Identification of studies via databases and registers

Records identified from*:
Databases (n = 45)
Registers (n = 26)

Records removed *before screening*:
Duplicate records removed (n = 5)
Records marked as ineligible by automation tools (n = 8)
Records removed for other reasons (n = 9)

Records screened
(n = 49)

Records excluded**
(n = 14)

Reports sought for retrieval
(n = 35)

Reports not retrieved
(n = 15)

Reports assessed for eligibility
(n = 20)

Reports excluded:
Reason 1 (n = 10)
Reason 2 (n = 6)
Reason 3 (n = 4)
etc.

Studies included in review
(n = 4)
Reports of included studies
(n = 2)

Identification

Screening

Included

Figure 1: Prisma flow diagram

3.3 Data synthesis and data analysis

Using the Prisma flow diagram it needs to be estimated that 6 numbers of articles have been selected in thematic analysis which seems to be derived from 71 articles with the aid of records before screening. The study emphasises the application of the software including the CiteSpace, VosViewer, and Sci2 Tool to conduct the research perfectly and with integrity in order to properly synthesise the gathered data. The work used the secondary thematic analysis of data with the integration of quantitative data in order to perfectly analyse the gathered set of information sets.

4. Results

4.1 Characteristics of Studies

In the form of secondary data extraction, the research process has collected data which has been analysed with adherence to the thematic analysis technique. Thematic data analysis is widely considered one of the finest qualitative methods which help in the analysis of data through the grouping of data into units by classification (Peel, 2020). The research process has adopted the data collection with the help of sampling technique *inclusion and exclusion criteria* which has helped the inclusion of desired data for the research process. Inclusion

criteria have adopted certain criteria on which data has been collected whereas exclusion criteria have helped in setting criteria for excluding unintended data.

4.2 Investigation of the Main Findings

4.2.1 Analysing the Prime Idea of Cross-cultural Leadership

The characteristics of cross-cultural leadership show the abilities of leaders in terms of working with employees of different cultures due to having the ability to adjust and work in different environments. Understanding cultural contingencies is the benefit which cross-cultural leadership facilitates which has been advancing cross-cultural leadership in working with better performance efficacy (Ly, 2020). Cross-cultural leadership aims for harmonious working culture creation where the leader aligns the working activities with the organisational culture and benefits personal and organisational growth. Leaders need to adjust their leadership behaviours in accordance with the cross-cultural context which actually influences the effectiveness of the leader (Tsai, 2022). Cross-cultural leadership plays a significant role in business success where the leader enhances communication and collaboration within the multinational company by respecting and encouraging different cultures, cultural nuances and communication styles.

4.2.2 Determination of Characteristics of Cross-cultural Leadership in the UK Construction Sites

In terms of harnessing cultural differences and aligning cultural diversity, cross-cultural leadership plays a significant and important role, in helping to form an inclusive and healthy working culture. A cross-cultural leader is required to create an inclusive working culture where employees may feel valued and appreciated, benefiting the cross-cultural team management and engaging employees to shared commitment through communication, driving higher performance (Sun *et al.,* 2020). In the UK constructive site, various employees of various cultural backgrounds work where cross-cultural leadership has helped in collaboration and harmonious working culture creation with the help of communication, cultural integrity and fostering of a respectful inclusive working culture. Addressing cross-cultural differences serves as a moderating role for employee burnout and creates a sense of optimism among employees who have been suffering from occupational stress and complete mental health (Moreno *et al.,* 2020). Cross-cultural leadership in the UK construction site has promoted the culture of open communication and inclusive working culture while valuing cultural differences and integrating diverse cultures with organisational culture, enhancing employee motivation and commitment.

4.2.3 Discussing the challenges of implementing Cross-Cultural Leadership with Recommendations

In terms of implementing cross-cultural leadership, language barriers have emerged as the main barrier which has been affecting the business operations of multinational companies along with the relationships between headquarters and subsidiaries (Tietze and Piekkari, 2020). On the other hand, cross-cultural leadership often feel challenged in managing conflicting values and beliefs or cultural differences where the unconscious bias of the leader may adversely affect the implementation of the leadership. These are the challenges in terms of implementing cross-cultural leadership in the UK construction sector, affecting the effectiveness of cross-cultural leadership and restricting the leadership from working at its full potential. In order to develop the adaptive communication style, the leader needs to understand cultural differences and differences in the communication styles of various cultures to influence communication style. Developing cultural intelligence enhances cultural difference understanding which helps in employee engagement and interpersonal trust increase which cross-cultural people may adhere to (Afsar *et al.,* 2020).

5. Discussion

5.1 Interpretation of the Findings

In theme 1 of the findings, it has been observed that cross-cultural leadership is characterised by the ability to work in a diverse cultural working culture and shows the skill of adjusting or coping with employees of diverse cultural backgrounds. Organisational growth and employees' personal growth develop with cross-cultural leadership which promotes a harmonious working culture with the integration of diverse cultural contexts. Cross-cultural leadership motivates employee motivational aspects which help in creating a high-work and effective-performing working environment with positive incorporation of diversity and inclusive practices (AS, 2021). On the other hand, the competitive advantage of an organisation is increased with cross-cultural leadership which fosters cross-cultural communication, aiding in cultural integration and cultural nuances.

In theme 2 of the findings, the research process has evaluated the characteristics of cross-cultural leadership which have been reflected in the project success of the UK construction sector. It has been observed that cross-cultural leadership instigates an inclusive working culture which has contributed to higher performance here communication has played a critical role in motivating employees and creating a feeling of respect and value among employees. Cross-cultural leaders of the UK construction sector have focused on promoting an open communication culture and inclusive working culture adaptation with the right understanding of cultural differences which encourage the success of UK construction projects. Employee motivation, self-efficiency and employee trust have been influenced by cross-cultural adjustment or understanding of cross-cultural differences (Dang and Chou, 2020).

In the section of theme 3 of the findings of the research, the process of the research has identified certain challenges which have been impeding the implementation of cross-cultural leadership and certain recommendations have been underlined in this section. The language barrier is an important and significant challenge which has been reducing cross-cultural effectiveness and challenging its application in a multinational context. On the flip side, it also has been seen that the cross-cultural leadership implementation may be challenged in terms of the unconscious bias that a leader may have, weakening the effectiveness of the cross-cultural leader to work at full potential. The cross-cultural leaders of the UK construction sector have been facing the challenge of managing diverse contrasting cultural differences, values and beliefs, affecting leadership efficacy. The research process recommended an adaptive communication style with an effective understanding of diverse cultural differences and an increase in cultural intelligence for effective cross-cultural management. In gaining knowledge and understanding regarding cultural differences and intercultural competence, cultural intelligence plays an influential and vital role (Wang and Goh, 2020).

5.2 Strengths and Limitations of the Research

Magazines, published books, academic journals, academic articles and other secondary sources are the sourcing area from where the secondary data has been collected (Mazhar *et al.,* 2021). The data which has been collected previously by someone else except the one who has been doing the research, is called secondary data. Secondary data collection comes with several strengths along with limitations which have influenced the research process considerably. The first secondary data collection comes with the strength that it takes less time and is more economical which has made it possible to keep the research process within budget. On the other hand, secondary data collection is easy to obtain and available in large and huge amounts which helps in collecting the data in a cost and time-efficient way. Secondary data collection comes with credibility as these data are previously collected by renowned scholars or authors which validate the data, providing a sense of authenticity to the research.

In contrast, certain limitations of secondary data have limited the research process in a considerable way. Secondary data collection lacks relevance as this type of data collection is obtained from various sources which do not answer the intended or desired questions of the research process, limiting the relevancy of the data collection (Relevantinsights, 2022). Besides that, it is quite evident that due to lack of relevancy, the secondary data collection significantly shows a lack of accuracy which has affected the research process in terms of the data collection method.

5.3. Literature gap and scope of research in the Future

The literature gap defines the underexplored or unexplored part of the literature review, showing the missing part of which research literature has missed to include. Literature gaps indicate the missing piece or insufficient

information which the literature reviews have not been explored or investigated thoroughly (Library.une.edu, 2022). The literature gap that the research process has identified is that the literature has not evaluated the challenges of implementation of cross-cultural leadership thoroughly and widely, constituting the gap in the literature review. The future scope of the research process is that the research study may include primary data collection in the future attempt to study the research. Primary data collection provides the assurance of reliability, relevancy and accuracy as it collects the data from direct sources, enhancing the credibility of the research process.

6. Conclusion

6.1 Summarising of Main Findings

Cross-cultural leadership shows capabilities and skill in terms of integrating employees of diverse cultural backgrounds and cross-cultural leadership adjusts and works with diverse cultural employees. On the other hand, one of the great advantages of cross-cultural leadership is that this leadership promotes a harmonious working culture which contributes to professional and organisational growth. Cross-communication is the advantage of cross-cultural leadership which influences the employees' motivation and boosts employee collaboration by instilling a respectful and integrated culture where cultural differences and cultural nuances are respected and celebrated. Various employees from diverse cultural backgrounds come to the UK in order to work in the construction sector of the UK where cross-cultural leadership facilitates

harmonious work culture and collaboration through communication and a culturally integrated working environment. Cross-cultural leadership promotes cultural diversity by minimising cultural differences which promotes and encourages open-mindedness and open communication by mitigating ethnocentrism (Nwankwo *et al.,* 2022). Managing cultural diversity and cultural differences along with language barriers are the two challenges of implementing cross-cultural leadership in the UK construction sector which may be mitigated through cultural intelligence development as per recommendation.

6.2 Discussing the implication of theories in Findings

The findings of the research process may be improved if the research study is done by undertaking the secondary and primary data collection together or by adopting the mixed method. In the future, mixed data collection may help in finding more authentic and credible data with primary first-hand data through a survey or interview technique and the research process may investigate more literature with a secondary data collection method. The characteristics of cross-cultural leadership where the leadership prioritises communication as a vital weapon in leadership practices which motivates employees to share a common goal and also promotes cultural diversity in the workplace. The GLOBE theory and Hofstede Cultural Dimension theory are the two theoretical perspectives which may enhance the cultural dynamics and individual capacities of the leader. Hofstede cultural dimension theory may help in understanding the cultural

dimension of a particular country which may help in innovation and creativity increase for a leader (Escandon *et al.,* 2022).

6.3 Recommendations

The research process needs to include primary data collection in the form of a data collection method in this research study to leverage the benefits of collecting numerical data and statistical evidence. Primary data collection enhances the authenticity of the research process with the first data collection which fosters accuracy and relevance, creating a reliable research process. On the other hand, besides secondary data collection, primary data collection may be included in this research process which may enhance the research study with the association of wide literature or secondary resources investigation alongside first-hand primary data collection collected from a wide range of audience through survey or interview strategy.

Acknowledgements

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