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UNRAVELING LEADERSHIP DYNAMICS: AN IN-DEPTH EXPLORATION OF COGNITIVE, PHYSICAL, EMOTIONAL, BEHAVIORAL, AND CROSS-CULTURAL LEADERSHIP EFFECTIVENESS

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ABSTRACT

In today's globalized and interconnected world, effective cross-cultural leadership is crucial for organizations, especially in the IT sector, where collaboration with diverse teams is common. This study explores the complexities of cross-cultural leadership, emphasizing the need for leaders to adeptly navigate cultural diversity. By analyzing cultural dimensions and leadership effectiveness, the study aims to characterize participants, assess cognitive, physical, emotional, and behavioral factors, and evaluate cross-cultural leadership effectiveness.

The study identifies four dimensions of Cultural Intelligence (CQ): cognitive, physical, emotional, and behavioral. Cognitive CQ involves understanding and adapting to diverse cultural nuances, while physical factors emphasize adapting to various physical environments. Emotional CQ focuses on managing emotions in diverse cultural contexts, and behavioral CQ involves effective communication, conflict resolution, and relationship building across cultures.

The study underscores the critical role of effective cross-cultural leadership in fostering understanding, collaboration, and organizational success in today's diverse and globalized workplace. By enhancing leaders' Cultural Intelligence across cognitive, physical, emotional, and behavioral dimensions, organizations can better navigate the complexities of cross-cultural management and leverage cultural diversity as a source of innovation and competitive advantage.

Keywords:
Cross-cultural leadership, Cultural intelligence (CQ), Cognitive dimension, Physical dimension, Emotional dimension, and Behavioral Dimension

INTRODUCTION

Cross-cultural leadership unveils a dynamic landscape marked by the intricate challenge of managing cultural diversity effectively. As organizations increasingly become microcosms of global diversity, navigating the complexities of cross-cultural management becomes not only a challenge but also an imperative for fostering productive collaborations.

The organizations in the IT sector face an ongoing challenge to manage the workforce to adapt to the dynamic nature of the industry (M, Chethan et al., 2023). An impressive 75% of IT projects in Bangalore entail collaboration with teams from around the globe, underscoring the vital need for cross-cultural leadership effectiveness. The interconnected nature of the world also has historical disparities in wealth, culture, religion, ideology, class, gender, and race (Piketty & Saez, 2014). Despite the ease of communication, these disparities continue to impede true unity and collaboration in a world where various factors contribute to divisions.

The call for effective cross-cultural leadership becomes even more pronounced as organizations grapple with the complexities of operating in a globalized environment, emphasizing the importance of fostering understanding and collaboration across diverse cultural, social, and economic landscapes. Through an analysis of the interaction between cross-cultural leadership and cultural dimensions, this study reveals the approaches the leader and managers should use to navigate the challenges posed by a diverse

List of Abbreviations used in the study.

CQ	Cultural Intelligence	EF4	Tolerance for Ambiguity
CCLE	Cross Cultural Leadership Effectiveness	EF5	Resilience (CulturalShock)
CV	Categorical variables	BF1	Communication Style
JD	Job Description	BF2	Leadership Style
EQ	Education Qualification	BF3	Team Building
TE	Total Experience	BF4	Conflict Management
AI	Annual Income	BF5	Relationship Building
CF1	Cognitive Complexity	CCL1	Empowerment
CF2	Cognitive Flexibility	CCL2	Team Building
CF3	Cognitive Perseverance	CCL3	Developing capabilities
CF4	Cultural Metacognition	CCL4	Shared Values
CF5	Cross-Cultural Communication	CCL5	Agreement
PF1	Physical Appearance	CCL6	Coherency
PF2	Gestures and BodyLanguage	CCL7	Change
PF3	Clothing and Attire	CCL8	Customer Orientation
PF4	Spatial Awareness	CCL9	Continuous Learning
PF5	Physical Environment	CCL10	Strategic Direction
EF1	Empathy	CCL11	Goal and Objectives
EF2	Openness to Experience	CCL12	Vision
EF3	Cultural Self-Awareness		

LITERATURE REVIEW

In today's globalized world, leaders must possess the essential competency to work across cultures. This skill is crucial for organizations that find themselves interconnected and are compelled to adapt to evolving global trends, and societal demands, related to excellence, quality, and advancements in research to address the growing diversity at workplace (Mohamed Hashim et al., 2021). Culture plays a significant role in shaping the leadership styles of employees and their interactions. Sociologists define culture by both its tangible and intangible aspects. Material culture pertains to physical objects like buildings, instruments, and clothing, while non-material culture encompasses abstract concepts that individuals hold about their culture. These include their religions, beliefs, rituals, norms, language, institutions, ethics, morality, and various other nonphysical elements (Vyain et al., 2014). We have included a new component in our study under the CQ dimension, i.e. Physical Factors to address the tangible aspect.

When a leader completes their task and attains their goal, people will say, "We accomplished this ourselves," signifying the leader's utmost effectiveness. This sentiment echoes the wisdom of Lao Tzu (circa 500 BC).

A Leaders shape the organization's narrative and objectives, while managers are tasked with ensuring smooth operational functioning. A true leader is someone whose actions inspire others to aspire to greater dreams and goals, encouraging learning, action, and growth. Additionally, leaders must exhibit a willingness to learn and adapt to evolving circumstances, considering the continuous evolution and change within organization. Lord and Maher (1991) stress the importance of considering leadership perceptions, as being acknowledged as a leader is a fundamental prerequisite for possessing the authority and influence necessary for effective leadership.

As businesses venture into new markets and collaborate with teams representing diverse cultural backgrounds, the significance of effective cross-cultural leadership becomes imperative for achieving success. The primary element of effective cross-cultural leadership is cultural intelligence, signifying the capacity to comprehend and adapt to diverse cultural situations. Leaders with elevated CQ levels demonstrate improved abilities to communicate, collaborate, and establish trust with individuals from diverse cultural backgrounds. Additionally, they are more adept at managing cultural differences and resolving conflicts that may emerge in cross-cultural settings.

Cultural intelligence (CQ) comprises a multifaceted structure encompassing four distinct dimensions of intelligence: cognitive, physical, emotional, and behavioural (Van Dyne et al., 2012). The physical dimension is newly added to measure its impact on our study. The first dimension, Cognitive CQ, involves an individual's comprehension of various cultures and countries, encompassing both general cultural knowledge and culture-specific knowledge about other societies.

Cognitive complexity (CF1) involves the ability to consider multiple perspectives, grasp the nuances of a situation, and think critically about cultural differences. Individuals with high cognitive complexity can effectively recognize and adapt to diverse cultural nuances. This aspect is related to how individuals mentally process and organize information in a multi- dimensional manner (Woznyj et. al., 2019). Cognitive complexity has demonstrated associations with various factors such as performance, leadership, and attitudinal aspects like organizational justice, pay satisfaction, and organizational commitment. Although closely related, it is distinct from cognitive ability (Vogelgesan et. al., 2014; Graso, 2011; Khatri et. al., 2001; Carraher & Buckley, 1996). These findings have implications for understanding the role of cognitive complexity in diverse contexts.

Cognitive flexibility (CF2) refers to the ability to transition between different modes of thinking and adapt to new and changing situations. This skill is crucial for cultural intelligence as it allows individuals to adjust their behaviour according to different cultural norms and expectations. Managers with high cognitive flexibility appreciate diverse perspectives, and take decisions based on cultural diversity (Laureiro-Martínez & Brusoni, 2018). Cognitive perseverance (CF3) is the ability to persist in the face of cultural challenges or barriers and continue to work towards a goal despite setbacks or difficulties. Research suggests that individuals with high cognitive perseverance exhibit a resilient approach to cognitive tasks, demonstrating determination and persistence.

Cognitive perseverance aligns with the demand for adaptability in cross-cultural leadership. Cultural metacognition (CF4) is an individual distinction to a transient state than a fixed trait. It involves an individual's consciousness and awareness of cultural elements during social interactions (Earley & Ang, 2003). Cultural metacognition helps us understand how leaders reflect on their own cultural assumptions and biases, and actively work to expand their cultural knowledge and understanding.

The research study also examines how leaders in the software industry in Bangalore effectively communicate with team members from diverse cultural backgrounds, including the use of active listening, clarifying questions, and other cross-cultural communication skills. Cross-cultural communication (CF5) research typically focuses on understanding how individual variances impact our ability to interact effectively. As most individuals grow up within one culture, interacting with those from different backgrounds can be challenging (Fink, G et al., 2006). Engaging with diverse cultures enhances our capacity for effective communication and positive outcomes. Fink et. al, also suggest that cross-cultural researchers should comprehend to how cultural dimensions, norms, and personality traits are interconnected. This heightened awareness aids in managing one's own and others' cross- cultural interactions (Fink, G et al., 2006). As the world becomes more interconnected, effective cross-cultural communication emerges as a critical skill. Within Bangalore's tech ecosystem, language barriers, different communication styles, and varying levels of English proficiency can hinder effective collaboration. A seemingly innocuous word or phrase can hold different meanings in various cultural contexts, leading to misunderstandings that impact teamwork and project outcomes.

The second dimension, Physical factors, pertains to an individual's capacity to adapt to different physical environments and situations, including their comfort level with diverse climates, living conditions, and physical demands in varied cultural settings. Physical Appearance (PF1) refers to how an individual looks and perseverance can affect the diverse cultural settings, encompassing factors like skin color, body type, and facial features. Researchers aim to offer a comprehensive overview of existing literature on the correlation between physical appearance and social influence. This exploration includes the impact of physical attractiveness, weight, and height on social influence processes, investigating whether a social influencer's appearance affects their effectiveness and through what mechanisms. Studies in human perception suggest that physical attractiveness communicates warmth, social- emotional competence, expertise, and intellectual competence (Chaiken, 2022). Nonverbal communication is a crucial aspect of cultural intelligence, with different cultures having distinct norms regarding gestures, facial expressions, and body language (PF2). Gestures play a significant role in enhancing communication, especially in conveying spatial topics and providing additional information not covered by accompanying speech (Hostetter, 2011). Individual Clothing and Attire (PF3) can impact on how they are perceived in various cultural contexts. Different cultures adhere to different norms concerning appropriate dress, and understanding these norms is crucial for effective communication. Contemporary shifts toward a more casual workplace culture have influenced clothing choices and how they are perceived (Sotak et al., 2023). Different cultures have varying norms regarding personal space, and comprehending these norms is essential for effective communication and relationship-building. Spatial awareness (PF4) contributes to increased flexibility in work practices (Kingma, 2018). The physical environment (PF5), including factors such as climate, landscape, and infrastructure, can also impact cultural intelligence. Understanding how diverse cultures interact with their physical environment is crucial for effective communication and relationship-building. Providing employees with training on the physical environment acts as a mediator, connecting environmental ethics to an employee’s performance and competitive advantage (Singh et al., 2019).

Emotional CQ, the third facet, focuses on a person's ability to understand and manage emotions, both their own and others', in cross-cultural interactions. It involves recognizing and responding to different emotional expressions, both verbal and non-verbal, across diverse cultures and contexts. Empathy (EF1) refers to the ability to comprehend and share others' feelings. It allows individuals to connect and understand each other from diverse cultural backgrounds. Initiating programs focused on Cultural Intelligence (CQ)

training aims to nurture empathy and promote harmonious coexistence among culturally diverse groups in multicultural societies, concurrently advocating for the enhanced social standing of historically marginalized communities (Sharma & Hussain, 2019). Openness to experience (EF2) signifies an individual's readiness to explore new ideas and concepts. This emotional factor can impact cultural intelligence by influencing a person's willingness to learn about different cultures and adapt to new cultural environments. The study by Şahin et al. (2014) reveals that traits like extraversion and openness to experience enhance the advancement of Cultural Intelligence (CQ) in the context of international assignments. Emotional intelligence empowers individuals to attain their goals, with key abilities such as self-awareness, self-control, empathy, and strong social skills playing a pivotal role in fostering collaboration and competitiveness among colleagues. Cultural self-awareness (EF3) is the ability to recognize and understand one's own cultural biases and preferences. It enables individuals to acknowledge their cultural assumptions and adapt to different cultural perspectives (Goleman, 2015). Tolerance for ambiguity (EF4) refers to an individual's ability to handle uncertainty and ambiguity, crucial for cultural intelligence. It enables individuals to navigate through the complexities and ambiguities of different cultural settings by embracing uncertainty and effectively managing the discomforts in the organization (Sharma & Singh, 2019). Resilience (EF5) is the ability to adapt and rebound from challenging situation. Individuals with high emotional intelligence exhibit superior capabilities in managing and controlling their emotions, understanding each other's emotions, engaging more effectively in interpersonal interactions, and leveraging their emotions to enhance adjustment in diverse multicultural settings. This, in turn, mitigates culture shock and enhances resilience (Kai Liao et al., 2021). Behavioral CQ, is related to the skill of adjusting one's spoken and non-verbal conduct effectively to align with the behaviors observed in diverse cross-cultural environments. In this context, cognition and emotion encompass mental capacities, while physical and behavioral capability involve tangible actions (Ang et al., 2007). Communication styles (BF1) not only encourages interaction with expatriate colleagues but also equips them with the ability to adjust communication styles effectively during these interactions (Ratasuk & Charoensukmongkol, 2020). Leadership style (BF2) significantly influences how feedback is communicated and its frequency, with cultural differences posing challenges in superior-subordinate communication and diminishing feedback effectiveness. Additionally, leadership style plays a crucial role in shaping the nature of feedback, creating a mediation pathway between leadership style and self- efficacy (Gumah et al., 2021). Team building (BF3) builds and manages teams across cultures, addressing differences in communication, work styles, and expectations and emerges as a pivotal factor for organizational success. In the IT sector, where diverse talents converge, leaders' ability to foster a cohesive team environment across cultural boundaries becomes paramount. Research consistently emphasizes the positive correlation between robust team building practices, cultural intelligence, and enhanced organizational performance. Conflict management (BF4) involves a comprehensive understanding of conflict, covering triggers, the conflict cycle, Conflict Management Styles (CMSs), and behaviors. The primary goal is not the eradication of conflict but identifying diverse strategies to handle it effectively. This entails controlling the detrimental elements of conflict while fostering its constructive aspects (Caputo et. al., 2019). Relationship building (BF5) stands as a cornerstone for effective collaboration and organizational success. Leaders prioritize open communication, acknowledge and respect cultural differences, actively working towards creating an inclusive environment. Research consistently demonstrates that robust relationship building not only enhances team cohesion but also significantly influences organizational performance.

METHOD

The study aims to explore the existing 20-item Cultural Intelligence (CQ) scale and the 12-item Cross- Cultural Leadership Effectiveness (CCLE) scale. A quantitative survey was conducted among IT Managers and Leaders within the Bangalore IT landscape, gathering data from a sample of 440 participants, of which 413 were considered with no missing values. The categorical characteristics of the participants were measured using variables such as Age, Job Designation, Educational Qualification, Total Experience, and Annual Income. Informed consent was obtained from all participants, ensuring their voluntary participation and confidentiality of their responses.

Results and Findings

Descriptive Statistics Overview: CV, CF, PF, EF, BF and CCLE.

N = 413	Age	JD	EQ	TE	AI
Mean	2.08	2.36	3.71	2.59	2.69
Median	2	2	4	2	3
Mode	2	2	3	2	3
Std. Deviation	0.912	0.866	0.736	1.182	0.778
Variance	0.832	0.749	0.542	1.397	0.606
Skewness	0.488	0.575	0.481	0.308	0.156
Kurtosis	-0.331	0.603	-0.961	-0.837	-0.029
Range	4	4	3	4	4
Minimum	1	1	2	1	1
Maximum	5	5	5	5	5

Table 1: Descriptive statistics for Categorical Variables

The average age (mean) is 2.08, with a relatively small standard deviation of 0.912. This indicates that, on average, the age of the subjects is close to the middle of the possible range (1 to 5). The data has a positive skewness (0.488), suggesting a slight tail to the right. The kurtosis is negative (-0.331), indicating that the distribution is less peaked than a normal distribution. Job Designation average is 2.36, with a standard deviation of 0.866. The distribution is slightly positively skewed (skewness = 0.575), indicating a tail to the right. The kurtosis (0.603) suggests a distribution with heavier tails than a normal distribution. The mean educational qualification is 3.71, and the distribution is relatively narrow, as indicated by the low standard deviation (0.736). The data is positively skewed (0.481), and the negative kurtosis (-0.961) suggests a flatter distribution with lighter tails than a normal distribution. The average total experience is 2.59, with a relatively better standard deviation of 1.182. The skewness (0.308) is positive, indicating a slight right tail. The kurtosis (-0.837) suggests a distribution with lighter tails than a normal distribution. The mean Annual income level is 2.69, and the distribution has a low standard deviation of 0.778. The skewness (0.156) is positive, suggesting a slightly right-skewed distribution. The kurtosis (-0.029) indicates a distribution with lighter tails than a normal distribution.

N = 413	CF1	CF2	CF3	CF4	CF5
Mean	4.61	4.57	4.5	4.52	4.47
Median	5	5	5	5	4
Mode	5	5	5	5	4
Std. Deviation	0.489	0.506	0.529	0.519	0.509
Variance	0.239	0.256	0.28	0.27	0.26
Skewness	-0.433	-0.393	-0.282	-0.292	0.001
Kurtosis	-1.822	-1.569	-1.273	-1.433	-1.731
Range	1	2	2	2	2
Minimum	4	3	3	3	3
Maximum	5	5	5	5	5

Table 2: Descriptive statistics for Cognitive Factors

The mean score of CF1 is 4.61 indicating a relatively high level of performance, with a median of 5.00, suggesting a slightly left-skewed distribution. The most frequent score is 5, and the standard deviation (0.489) suggests a low to moderate amount of variability in the scores. The negative skewness (-0.433) and kurtosis (-1.822) indicate a distribution with heavier tails than a normal distribution (leptokurtic), and the range of 1 indicates a small spread of scores. The mean score of CF2 is 4.57, reflecting a relatively high level of performance, and the symmetric distribution is indicated by a median of 5.00. With a standard deviation of 0.506, there is a moderate amount of variability in the scores. Similar to CF1, negative skewness (-0.393) and kurtosis (-1.569) suggest a leptokurtic distribution. The range of 2 indicates a moderate spread of scores. The variable CF3 demonstrates a mean score of 4.50, indicating a moderate to high level of performance. The symmetric distribution is evident from the median of 5.00. The standard deviation (0.529) suggests a moderate amount of variability, and negative skewness (-0.282) and kurtosis (-1.273) indicate

shows a mean score of 4.52, indicating a moderate to high level of performance. The distribution is symmetric with a median of 5.00, and a standard deviation of 0.519 suggests moderate variability. Negative skewness (-0.292) and kurtosis (- 1.433) continue to indicate a leptokurtic distribution. The range of 2 suggests a moderate spread of scores. CF5, has a mean score of 4.47, reflecting a moderate to high level of performance. The nearly symmetric distribution is indicated by a median of 4.00. The standard deviation (0.509) suggests a moderate amount of variability, while negative skewness (close to zero) and kurtosis (-1.731) again suggest a leptokurtic distribution.

N = 413	PF1	PF2	PF3	PF4	PF5
Mean	4.03	4.34	4.14	4.47	4.46
Median	4	4	4	5	4
Mode	4	5	4	5	4
Std. Deviation	0.874	0.711	0.783	0.568	0.545
Variance	0.764	0.506	0.613	0.322	0.298
Skewness	-0.587	-0.963	-1.019	-0.471	-0.292
Kurtosis	-0.397	0.895	1.83	-0.762	-1.032
Range	3	3	4	2	2
Minimum	2	2	1	3	3
Maximum	5	5	5	5	5

Table 3: Descriptive statistics for Physical Factors

The mean score of PF1 is 4.03 suggesting a moderate level of performance, and the symmetric distribution is supported by a median of 4.00. The most frequent score is 4, with a standard deviation of 0.874 indicating moderate variability. Negative skewness (-0.587) and kurtosis (-0.397) suggest a slightly left-skewed and platykurtic distribution, respectively. PF2, demonstrates an average score of 4.34, indicating a relatively high level of performance. The distribution, with a median of 4.00, shows some degree of skewness to the right. The most frequent score is 5, and the standard deviation of 0.711 suggests moderate variability. Negative skewness (-0.963) and kurtosis (0.895) indicate a left-skewed, leptokurtic distribution. PF3, exhibits an average score of 4.14, indicating a moderate level of performance. The distribution is symmetric, as evidenced by a median of 4.00, with the most frequent score being 4. The standard deviation of 0.783 suggests moderate variability. Negative skewness (-1.019) and kurtosis (1.830) reveal a left-skewed, leptokurtic distribution. PF4, has an average score of 4.47, suggesting a moderate to high level of performance. The right-skewed distribution is indicated by a median of 5.00, with the most frequent score being 5. The standard deviation of 0.568 suggests moderate variability. Negative skewness (-0.471) and kurtosis (-0.762) suggest a slightly left-skewed, platykurtic distribution. PF5, has an average score of 4.46, indicating a moderate to high level of performance. The distribution is relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.545 suggests moderate variability. Slight negative skewness (-0.292) and kurtosis (-1.032) indicate a distribution with heavier tails than a normal distribution (leptokurtic).

N = 413	EF1	EF2	EF3	EF4	EF5
Mean	4.44	4.49	4.47	4.46	4.45
Median	4	4	4	4	4
Mode	4	4	4	4	4
Std. Deviation	0.53	0.501	0.505	0.527	0.527
Variance	0.281	0.251	0.255	0.278	0.277
Skewness	-0.115	0.034	0.055	-0.13	-0.211
Kurtosis	-1.25	-2.009	-1.858	-1.324	-0.595
Range	2	1	2	2	3
Minimum	3	4	3	3	2
Maximum	5	5	5	5	5

Table 4: Descriptive statistics for Emotional Factors

EF1 exhibits a mean of 4.44, indicating a relatively high level of effectiveness. The distribution is relatively symmetric, as evidenced by a median of 4.00, with the most frequent score being

4. The standard deviation of 0.530 suggests moderate variability, and the negative skewness (- 0.115) and kurtosis (-1.250) indicate a slightly left-skewed, platykurtic distribution. EF2 has a mean of 4.49, indicating a relatively high level of effectiveness. The distribution, with a median of 4.00, shows a relatively symmetric pattern, and the most frequent score is 4. The standard deviation of 0.501 suggests moderate variability, while the slight positive skewness (0.034) and kurtosis (-2.009) indicate a distribution with heavier tails than a normal distribution (leptokurtic). EF3 presents an average score of 4.47, indicating a relatively high level of effectiveness. The distribution is relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.505 suggests moderate variability, and the slight positive skewness (0.055) and kurtosis (-1.858) indicate a distribution with heavier tails than a normal distribution (leptokurtic). EF4 has a mean of 4.46, indicating a relatively high level of effectiveness. The right-skewed distribution is indicated by a median of 4.00, with the most frequent score being 4. The standard deviation of 0.527 suggests moderate variability, and the negative skewness (-0.130) and kurtosis (-1.324) suggest a slightly left-skewed, platykurtic distribution. EF5 demonstrates an average score of 4.45, indicating a relatively high level of effectiveness. The distribution is relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.527 suggests moderate variability, and the slight negative skewness (-0.211) and kurtosis (-0.595) indicate a slightly left-skewed, platykurtic distribution.

N = 413	BF1	BF2	BF3	BF4	BF5
Mean	4.46	4.46	4.46	4.47	4.46
Median	4	4	4	4	4
Mode	4	4	4	4	4
Std. Deviation	0.518	0.541	0.541	0.523	0.541
Variance	0.269	0.292	0.293	0.274	0.293
Skewness	-0.069	-0.33	-0.367	-0.124	-0.358
Kurtosis	-1.507	-0.441	-0.425	-1.408	-0.429
Range	2	3	3	2	3
Minimum	3	2	2	3	2
Maximum	5	5	5	5	5

Table 5: Descriptive statistics for Behavioral Factors

BF1 represents an average score of 4.46, signifying a relatively high level of perceived benefits. The distribution appears relatively symmetric, as indicated by a median of 4.00 and the most frequent score being 4. With a standard deviation of 0.518, the scores exhibit moderate variability. The negative skewness (-0.069) and kurtosis (-1.507) suggest a distribution with lighter tails than a normal distribution (platykurtic). BF2 indicates an average score of 4.46, indicating a relatively high level of perceived benefits. The distribution appears relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.541 suggests moderate variability. Negative skewness (-0.330) and kurtosis (-0.441) indicate a slightly left-skewed, platykurtic distribution. BF3 exhibits an average score of 4.46, suggesting a relatively high level of perceived benefits. The distribution appears relatively symmetric, with a median of 4.00 and the most frequent score being 4. With a standard deviation of 0.541, the scores display moderate variability. Negative skewness (-0.367) and kurtosis (-0.425) suggest a slightly left-skewed, platykurtic distribution. BF4 has an average score of 4.47, indicating a relatively high level of perceived benefits. The distribution appears

relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.523 suggests moderate variability. Negative skewness (-0.124) and kurtosis (-1.408) indicate a slightly left-skewed, platykurtic distribution. BF5 shows an average score of 4.46, indicating a relatively high level of perceived benefits. The distribution appears relatively symmetric, with a median of 4.00 and the most frequent score being 4. The standard deviation of 0.541 suggests moderate variability. Negative skewness (-0.358) and kurtosis (-0.429) indicate a slightly left-skewed, platykurtic distribution.

N = 413	CCL1	CCL2	CCL3	CCL4	CCL5	CCL6	CCL7	CCL8	CCL9	CCL10	CCL11	CCL12
Mean	4.41	4.39	4.47	4.47	4.40	4.37	4.38	4.47	4.38	4.38	4.47	4.50
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00
Mode	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00
Std. Deviation	0.53	0.52	0.52	0.52	0.53	0.55	0.57	0.54	0.56	0.53	0.53	0.58
Variance	0.28	0.27	0.27	0.27	0.28	0.30	0.33	0.29	0.31	0.28	0.28	0.33
Skewness	-0.1	0.1	-0.1	-0.1	0.0	-0.1	-0.3	-0.4	-0.2	0.1	-0.3	-1.0
Kurtosis	-0.5	-1.3	-1.5	-1.5	-1.1	-0.9	-0.8	-0.5	-0.8	-1.1	-0.5	2.1
Range	3.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	2.00	2.00	3.00	4.00
Minimum	2.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	3.00	3.00	2.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Table 6: Descriptive statistics for Cross Cultural Leadership Effectiveness

CCL1, yields an average score of 4.41, indicating a relatively high level of agreement. The distribution appears symmetric with a median of 4.00 and a mode of 4. Slight negative skewness (-0.114) and kurtosis (-0.486) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL2 has an average score of 4.39, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight positive skewness (0.115) and kurtosis (-1.276) suggest a distribution with heavier tails than a normal distribution (leptokurtic). CCL3 shows an average score of 4.47, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.107) and kurtosis (-1.503) suggest a distribution with heavier tails than a normal distribution (leptokurtic). CCL4 displays an average score of 4.47, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.088) and kurtosis (-1.505) suggest a distribution with heavier tails than a normal distribution (leptokurtic). CCL5 exhibits an average score of 4.40, indicating a relatively high level of agreement. The

distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.018) and kurtosis (-1.097) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL6 shows an average score of 4.37, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.099) and kurtosis (-0.862) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL7, encompassing 413 observations, yields an average score of 4.38, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.259) and kurtosis (-0.751) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL8, has an average score of 4.47, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.351) and kurtosis (-0.464) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL9 shows an average score of 4.38, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight negative skewness (-0.174) and kurtosis (-0.813) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL10 yields an average score of 4.38, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight positive skewness (0.077) and kurtosis (-1.126) suggest a distribution with heavier tails than a normal distribution (leptokurtic). CCL11 displays an average score of 4.47, indicating a relatively high level of agreement. The distribution is relatively symmetric, with a median of 4.00 and a mode of 4. Slight positive skewness (0.077) and kurtosis (-0.514) suggest a distribution with lighter tails than a normal distribution (platykurtic). CCL12, based on 413 observations, shows an average score of 4.50, indicating a relatively high level of agreement. The distribution is right-skewed, with a median of 5.00 and a mode of 5. Negative skewness (-0.966) and kurtosis (2.125) suggest a distribution with heavier tails than a normal distribution (leptokurtic).

CONCLUSION

The descriptive statistics present insightful findings regarding various factors affecting IT Managers and Leaders within the Bangalore IT landscape. Firstly, the average age and job designation level indicate a moderate profile among participants, suggesting a stable workforce within the IT industry in Bangalore. Secondly, participants demonstrate a high level of educational qualification, implying a well-educated workforce within the IT sector. Furthermore, the average total experience of participants is moderate, suggesting a healthy mix of seasoned leaders and emerging talent within the IT landscape of Bangalore. In terms of income, participants report a moderate annual income level, indicating diversity in income levels but a majority earning a moderate income, aligning with the broader economic landscape of the region.

Moving on to cognitive, physical, emotional, and behavioral factors, participants generally exhibit high levels of performance and effectiveness across these domains. The slightly left-skewed distributions indicate a tendency towards higher scores, suggesting that IT Managers and Leaders in Bangalore possess strong capabilities in these areas.

Additionally, participants demonstrate a high level of agreement on various cross-cultural leadership effectiveness aspects, as indicated by the relatively symmetric distributions and moderate variability in scores. This suggests a shared understanding and alignment among IT

IT Managers and Leaders in Bangalore regarding important leadership values and practices.

In conclusion, the findings highlight the diverse skills and experiences of IT Managers and Leaders in the Bangalore IT landscape, indicating a well-educated and experienced workforce with strong cognitive, physical, emotional, and behavioral capabilities. The high level of agreement on cross-cultural leadership effectiveness further underscores shared values and practices among leaders in the region. Moving forward, qualitative analyses, comparative studies, and cross-cultural training initiatives present promising avenues for further research and practical interventions to enhance effectiveness.

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