MANAGEMENT OF A MULTICULTURAL WORK ENVIRONMENT IN THE 21ST CENTURY: A BIBLIOMETRIC ANALYSIS

Wiktor ZYGOSZ

Opole University of Technology; wiktor.zygosz@student.po.edu.pl, ORCID: 0009-0009-4608-0337

Purpose: The purpose of this article is to identify the current state of knowledge and thematic research trends in the field of cross-cultural management of organizations.

Design/methodology/approach: The research method used to achieve the research objective is bibliometric analysis. Data obtained from the Web of Science database were analyzed using the specialized software VOSviewer. To understand the trends in emerging topics, the collected literature was divided into blocks representing three consecutive decades of the 21st century.

Findings: The analysis revealed a growing scholarly interest in cross-cultural management, addressing managerial needs and adapting to changing work environments. It also identified core themes consistent across all examined periods and highlighted emerging research topics in recent years. This provides insights into the evolution of cross-cultural management research throughout the 21st century.

Research limitations/implications: The limitations of the article primarily concern the bibliometric analysis, for which data were exclusively obtained from the Web of Science database. Additionally, the analysis was narrowed down to 30 keywords, which improved the clarity of the study but limited the depth of the analysis. The research findings highlight the increasing interdisciplinarity of the cross-cultural management topic and thus suggest a direction for future research in this area.

Originality/value: This paper provides novel insights into the evolving landscape of cross-cultural management research by presenting a comprehensive bibliometric analysis of trends over time. It offers a detailed examination of how researchers' focus has shifted, highlighting both enduring core themes and emerging topics within the field.

Keywords: cross-cultural management, multiculturalism, cultural diversity, cultural awareness.

Category of the paper: Research paper.

1. Introduction

The contemporary work environment, integrated through global migration and technological advancements, presents organizations with challenges related to managing a multicultural work environment. The issue of intercultural management is attracting

increasing attention from both scholars and business practitioners, with a growing number of studies and academic works in this field (Werner, 2002; Tsui, Nifadkar, Ou, 2007).

The adaptation of multinational corporations to the complex conditions of contemporary economic reality requires leveraging past knowledge and exploring new research paths. Awareness of this necessity is the first step toward intentional management of the relationship between exploration-based and exploitation-based learning in the adaptation of multinational corporations (Dziubińska, Komańda, 2019). Modern organizations recognize the necessity of adapting to demographic changes and evolving collaboration models, such as utilizing outsourcing, thereby engaging workers from countries with cheaper labor forces (Krishna, Sahay, Walsham, 2004). According to the 7N report "Executive Brief. Outsourcing 2020", the leading countries for IT outsourcing are the Philippines, India, Ireland, Argentina, and the Czech Republic.

Scientists are increasingly collaborating with businesses to provide tools helpful in managing multicultural teams. Proposed solutions primarily focus on team creation methods, multicultural training, and raising awareness of cultural differences. (Castillo el al., 2007; Kopertyńska, 2018). However, the topic is not fully explored, and new challenges such as remote work, alongside a changing environment, necessitate ongoing research into the phenomenon of multiculturalism.

The pace of change raises concerns that before science develops appropriate solutions, enterprises will face numerous challenges related to effectively managing cultural diversity. As markets become more global, there is an urgent need to understand how cultural diversity affects team dynamics and outcomes, which requires organizations to be sensitive to cultural differences (Lloyd, Hartel, 2010). Without effective strategies to manage this phenomenon, companies may encounter difficulties in building harmonious internal team relationships, potentially leading to reduced efficiency and increased interpersonal conflicts (Obsuwan et al., 2021). Therefore, it is crucial not only to follow research trends but also to quickly implement practical solutions that can help organizations effectively manage cultural diversity in a real work environment.

This work contributes to the discussion on cross-cultural management by summarizing and analyzing the existing body of scientific knowledge in this area. Although there are already works synthesizing the literature (Gallagher, Savage, 2013), the dynamic changes in the field of cross-cultural management necessitate a reevaluation and update of the existing knowledge and approaches to keep pace with the evolving needs and challenges of the business environment. Moreover, most review studies focus on analyzing narrow areas related to cross-cultural management such as leadership (Liangwe, 2023), conflict management (Tijow et al., 2024), and ethics (Hassani et al., 2023).

The aim of this article is to identify the current state of knowledge and thematic research trends in the field of cross-cultural management of organizations. A bibliometric analysis allowed for the collection of significant data from the Web of Science database and the use of

descriptive statistics to present the research results, which can serve as a starting point for exploring specific areas of cross-cultural management in future studies.

2. Management of a Multicultural Work Environment

Managing a multicultural work environment is a significant area of research and managerial practice, crucial for the effective functioning of organizations amidst cultural diversity. It pertains to a comprehensive approach to effectively leading teams whose members come from various cultures, nationalities, and possess different value systems and norms (Adler, 1983). In the context of the global labor market and increasing intercultural interactions in workplaces, understanding and skillfully managing cultural diversity becomes essential for achieving organizational success.

Therefore, managing a multicultural work environment is crucial for organizations, enabling them to adapt to changing socio-cultural conditions and leverage the potential of diverse work teams. Research in this area allows for identifying best practices in managing cultural diversity and developing strategies that foster open, inclusive, and effective workplaces. Therefore, the concept of managing a multicultural work environment is a vital area of exploration with significant implications for managerial practice and organizational theory (Nadziakiewicz, 2018).

Understanding the concepts of national and organizational culture is essential for further considerations regarding cross-cultural management, as they form its fundamental pillars (Beauregard, Basile, Thompson, 2018). Cultural diversity plays a significant role in organizations operating in international and global markets. It comprises obvious traits resulting from origin, such as skin color and language, as well as less visible aspects like experience, beliefs, values, and customs (Reddy, 2011; Gilbert, Stead, Ivancevich, 1999). However, studying cross-cultural management is impossible without understanding what culture is.

One of the first definitions was formulated by Edward B. Tylor, an English anthropologist and ethnologist, who described culture as a complex whole that includes knowledge, belief, art, law, morality, custom, and any other capabilities acquired by man as a member of society (Tylor, 1871). Nancy Adler presents another view on the definition, describing culture as a complex set of behaviors, values, and beliefs acquired by individuals as members of a specific social group, allowing for identification, self-expression, and communication through symbols, signs, values, and beliefs (Adler, 1994). Although the characteristics of culture formulated by different scholars vary, researchers agree that culture is acquired (Axelrod, 1997).

In the context of intercultural management, organizational culture, which significantly influences the effectiveness of organizational actions, cannot be overlooked. Organizational culture is defined as a pattern of shared basic assumptions that a group has learned as it solved

problems related to external adaptation and internal integration, which has worked well enough to be considered valid and thus taught to new members as the correct way to perceive, think, and feel about those problems (Schein, 2004). Other researchers define it as social norms and value systems that stimulate employees, the appropriate organizational climate, management style, shared meanings and symbols, cognitive schemes, and behavioral requirements (Nogalski, 1998) or as a system of patterns of thinking and action that are entrenched in the social environment of the organization and are significant for achieving its formal goals (Sikorski, 2012).

It is crucial to understand that organizational culture and national or ethnic culture are components that interact with each other. Research indicates the existence of synergy between these types of cultures, where national culture can shape organizational culture (Schein, 2004). For instance, an organization operating in a country with a hierarchical social structure may reflect this hierarchy in its organizational culture through strict rules, procedures, and centralized authority. Conversely, employees from different cultures may bring diverse values and decision-making styles that can influence the functioning of the organization. As a result, understanding and accepting cultural differences becomes a key element of effective cross-cultural management in an organization (Earley, Gibson, 2002).

Moreover, organizational culture can serve as an integrative tool for employees from various cultures, creating common values and organizational goals that transcend national or ethnic boundaries. At the same time, organizational culture is a phenomenon, as employees adopt it only upon starting their job and abandon it upon termination, with its rules applying solely during working hours (Hofstede, Hofstede, Minkov, 2010). However, to achieve harmony between cultures, it is necessary to consider and respect diversity and to be flexible in adapting to changing cultural contexts (O'Reilly, Chatman, 1996). Consequently, analyzing organizational culture and its connections with national or ethnic culture becomes an integral part of cross-cultural management in an organization. Maintaining balance and coherence between these two types of cultures can contribute to building a more open, diverse, and effective work environment.

Multicultural teams consist of two or more individuals from different cultural backgrounds, which can manifest in differences in communication styles and values (Kirkman, Shapiro, 2005). The effectiveness of team activities is crucial for success in almost all organizations, making it essential to study the impact of cultural diversity on organizational functioning. Among the positive phenomena occurring in culturally diverse teams, a high level of creativity is particularly noteworthy (Milliken, Martins, 1996). At the same time, the greatest challenge is conflicts, which occur more frequently than in culturally homogeneous teams (Obsuwan et al., 2021). These conflicts have various underlying causes; however, researchers point to the most common problems faced by multicultural teams, such as the formation of so-called subgroups, which compete, hindering the conflict-free pursuit of the organization's goals. Stereotyping of cultures occurs with similar frequency, and overcoming it is a long-term

process. Other problems faced by team members include adaptation issues, integration challenges, and a demanding attitude among employees, which can lead to a split within the group (Kochmańska, 2019).

In today's increasingly culturally diverse organizations, various theories and approaches to managing a multicultural workplace must be employed to effectively address its challenges. The main theories and approaches used in the practice of managing a multicultural environment include Hofstede's theory, Edward Hall's theory of high and low-context cultures, and the cultural differences theory by Fons Trompenaars and Charles Hampden-Turner.

The first one focuses on studying cultural differences in the context of values and social norms. The five dimensions of culture defined by Geert Hofstede are: individualism-collectivism, uncertainty avoidance, masculinity and femininity, power distance, and long-term orientation. This theory helps understand how cultural differences influence behaviors and decisions in organizations, enabling better adaptation to cultural diversity (Hofstede, 1980).

The second model was proposed by Edward Hall distinguishes between two types of culture: high and low context. High-context culture is characterized by strong social bonds, rich history, and the transmission of information through nonverbal means of communication. In contrast, low-context culture places greater emphasis on clear and literal communication (Hall, 1976). Understanding these differences allows for more effective communication and collaboration in cross-cultural teams.

Fons Trompenaars and Charles Hampden-Turner's theory of cultural differences focuses on describing disparities between cultures using seven dimensions. Within this theory, researchers delineate contrasts between universalism and particularism, individualism and collectivism, orientation towards principles and orientation towards relationships, short-term and long-term orientation, restraint and indulgence, specificity and diffuseness, achievement and ascription (Trompenaars, Hampden-Turner, 1997).

These theories and approaches form the foundation for managers within the context of cross-cultural management, assisting them in understanding and effectively managing cultural diversity within organizations. Simultaneously, by relying on the presented theories - such as Hofstede's theory - researchers can investigate correlations between cultural traits and managerial perceptions. The significance of cultural determinants for managers' perceptions of human resources management practices has been corroborated; however, it is essential to consider the substantial role of determinants unrelated to culture, such as individual characteristics and personal experiences (Sienkiewicz, 2022).

One of the earliest definitions of cross-cultural concept was proposed by Nancy Adler in 1983. According to her, cross-cultural management is an approach that examines people's behaviors in companies operating in various cultures and countries worldwide. Its main goal is to analyze organizational behaviors in different cultural contexts and compare these behaviors among different countries and cultures. However, an important aspect is also studying the interactions between people from different countries who work in the same organization or

professional environment (Adler, 1983). The same researcher defined cross-cultural management twice more in 1991 and 2008, describing it in a similar way but emphasizing the role of improving interactions between individuals (Adler, 1991) and the significance of managers and management staff (Adler, Gundersen, 2008). More recent studies describe cross-cultural management as a set of strategies and policies designed to minimize the challenges of coordination and emergent cooperation in work environments where employees represent a diversity of behavioral norms and interpersonal expectations (Groutsis, Ng, Ozturk, 2014).

In scientific literature, the concept of cross-cultural management is often accompanied by other terms related to managing a multicultural work environment, such as cultural diversity management, diversity awareness, and cultural intelligence. Cultural diversity management is defined as the strategic adjustment of a diverse workforce to recognize and equally value each employee based on their diverse characteristics, as well as leveraging organizational diversity to increase organizational fairness and achieve better business outcomes (Groutsis, Ng, Ozturk, 2014). This concept is somewhat an integral part of the broader concept of cross-cultural management. In times of global talent shortage, it is sensible to ensure employee satisfaction, which increases their engagement and loyalty. Organizations that utilize diversity management tools as part of cross-cultural management attract better-qualified employees, which is a key factor in a company's success in times of talent shortage (Ng, Burke, 2005).

Cultural intelligence is a cornerstone of cross-cultural management and is crucial in the global knowledge society, particularly in the context of functioning within multicultural environments. From a business perspective, it can be especially beneficial in promoting effective communication, collaboration, and understanding in diverse teams and international business transactions. Cultivating CQ is widely regarded as an essential capability for individuals and companies that aim to thrive in a global and interconnected society (Bratianu, Paiuc, 2023). Today, cultural competence encompasses the ability to understand, adapt, and collaborate with individuals from various cultural backgrounds. Moreover, CQ goes beyond basic knowledge of cultural differences; it includes the skills and attitudes necessary to navigate and interact effectively in diverse environments. The necessity for a high level of cultural intelligence is recognized today not only by international enterprises but also by higher education institutions. Academic experiences frequently represent the initial exposure to multiculturalism for many young individuals. Consequently, a high level of CQ among academic faculty is of paramount importance both for the internationalization of higher education institutions and for the education of future generations of professionals (Teneta-Skwiercz, Sobińska, Białowąs, 2022).

Diversity awareness is an important concept from the perspective of managing a multicultural team, and its absence can have a direct or indirect impact on the effectiveness and efficiency of the personnel. It represents a subset of the broader concept of Cultural Intelligence, with a particular emphasis on the critical importance of education regarding cultural diversity. Building cultural diversity awareness is essential for socially sustainable

development and the elimination of inequalities, whose presence affects the effectiveness of cooperation in the business world (Theodoulides, 2024). Developing diversity awareness among employees is an integral element of management practices within the framework of cross-cultural management.

3. Research Methodology

Based on the planned activities, a research procedure was designed (Figure 1). The process begins with identifying the research problem, which is the evolution of the research structure on managing multicultural work environments in the context of increasing cultural diversity and the changing realities of the global economy.
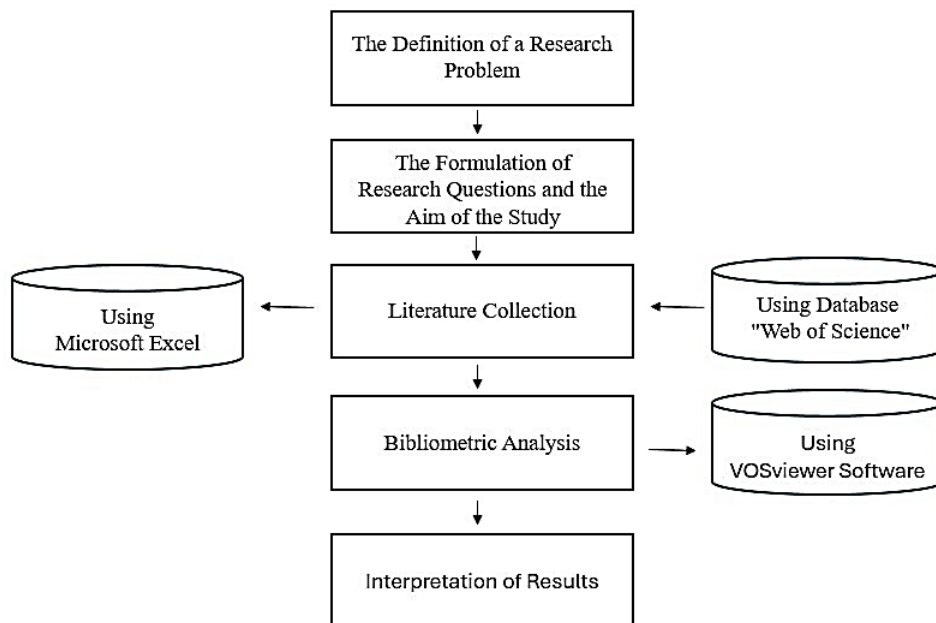
Figure 1. Research Procedure.
Source: own elaboration.

This article aims to identify the current state of knowledge and thematic research trends in cross-cultural management. The conducted analysis aims to provide answers to the formulated research questions, divided into the main research question and specific sub-questions.

Main Research Question:

1. How have the themes in scientific articles on cross-cultural management evolved over the years?

Specific Research Questions:

1. How has researchers' interest in cross-cultural management, in terms of the number of publications, evolved over the years?

2. What core themes in cross-cultural management research are consistent across different time periods?

3. What new research topics have emerged in cross-cultural management in recent years?

These themes are understood as references appearing in at least one of the following places: title, abstract, keywords. The research method used to achieve the research objective is a bibliometric analysis. The research procedure is constructed to first answer the specific research questions and then, based on the presented conclusions, address the main research question.

The data from the Web of Science database was collected on March 18, 2024. Gathering and processing the obtained data regarding the number of publications on the topic of cross-cultural management allows us to answer questions regarding the evolution of researchers' interest in cross-cultural management over the years in terms of publication volume (specific research question 1). To achieve this, we decided to visualize the number of publications from 2001 to 2023 using a chart created with Microsoft Excel software.

Then, data were again retrieved from the Web of Science database on March 18, 2024, to conduct a bibliometric analysis. The significant majority of works available in the Web of Science database are scientific articles. To improve the clarity and consistency of the study results in the bibliometric analysis, it was decided to exclude the analysis of other types of available works such as conference papers, books, etc. Using specialized software VOSviewer, articles on the topic of "cross cultural management" were subjected to analysis. Initially, the analysis of the second synonymous term "cross-cultural management" was considered. However, this approach was abandoned due to its lower number of publications using that specific term, and similar results in the analysis. At the same time, in describing the phenomena in this paper, the term "cross-cultural management", which is considered more accurate according to the dictionary, will be used.

To understand the trends in emerging topics, the collected literature was divided into blocks representing three consecutive decades of the 21st century. The first block contained 1082 entries from the years 2001-2010, the second 3271 entries from the years 2011-2020, and the third 1532 entries from the years 2021-2024. The literature was analyzed separately for each period using VOSviewer software, maintaining consistent settings for each.

For the type of analysis, Co-occurrence analysis was chosen, and the counting method selected was full counting. The unit of analysis was set to all keywords. These settings facilitated the creation of visualizations showing relationships between keywords appearing in the articles and provided insights into the frequency of keyword occurrences. The analysis resulted in keyword co-occurrence maps for each of the three studied periods.

To enhance the clarity of the study, visualizations were limited to the top 30 most frequently occurring topics in the articles. From the list of topics, the following terms were excluded as duplicates or components of the original topic: management, cross-cultural, cross-cultural management.

Based on the data obtained, the created maps of relationships between keywords will allow us to understand the core research themes in cross-cultural management that are common across all identified periods (specific question 2). Additionally, this will enable us to identify new research topics emerging in scientific articles in recent years (specific question 3). Comparative analysis of the resulting maps will provide answers to the main research question regarding the evolution of topics in articles investigating cross-cultural management.

4. Research Results

The literature collection's initial stage involved gathering data from the Web of Science database on cross cultural management, which was processed using Microsoft Excel. The results of the quantitative data analysis are presented graphically (Figure 2).
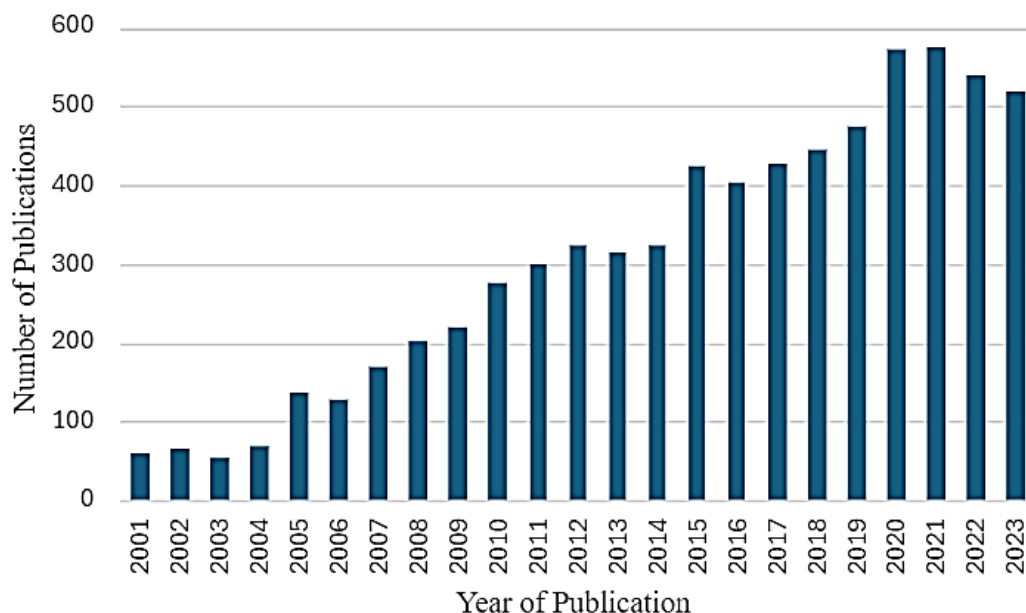

Figure 2. Trend Analysis of the Popularity of the Topic of Cross Cultural Management Based on Web of Science Data.
Source: own elaboration.

The collected data depicts a growing interest among researchers in studying cultural diversity management from 2001 to 2023. This trend reflects the evolving realities of the labor market and the employment structure concerning nationality, closely linked to culture. The decline in the number of publications in 2022 and 2023 compared to previous years is likely due to delays in obtaining studies by the Web of Science database, and thus, should not be interpreted as the beginning of a downward trend.

The early 21st century marks the onset of broader interest among researchers in managing multicultural work environments, despite the first publications on this topic appearing in the 1960s and 1970s. Initially, the number of publications was small, with annual numbers hovering around 40 at the turn of the century. The number of scientific works steadily increased, surpassing the first hundred in 2005 (137 publications). The highest number to date was achieved in 2021, with 573 publications.

The first decade of the 21st century can be considered the start of extensive research on the impact of cultural differences in the workplace. Based on 1082 scientific articles from this period, a map of relationships between the 30 most common keywords found in the studies was created (Figure 3). The size of the points on the figure illustrates the frequency of phrase occurrences; the larger the point, the more often the word appears in articles. Colors symbolize the homogeneity of areas, indicating that concepts from different areas rarely connect, whereas concepts within the same area frequently do.
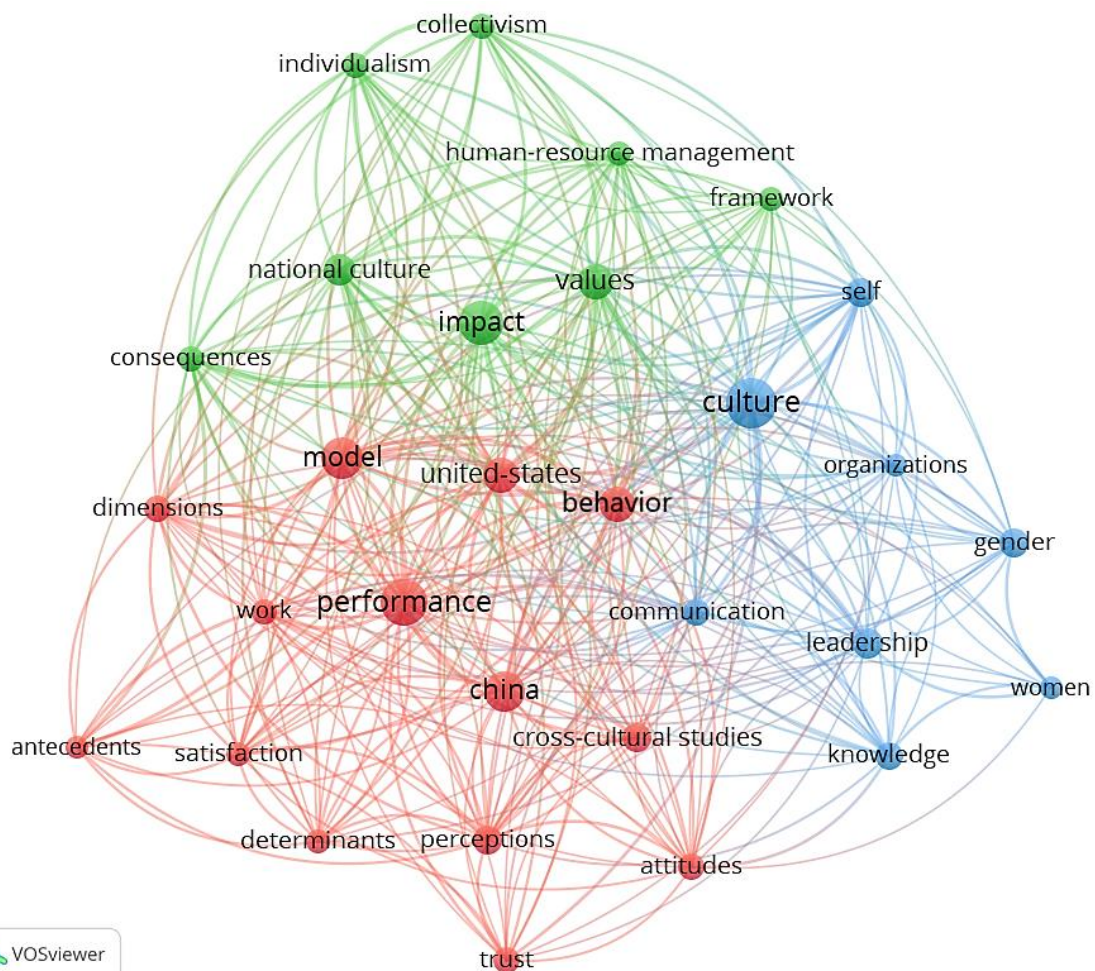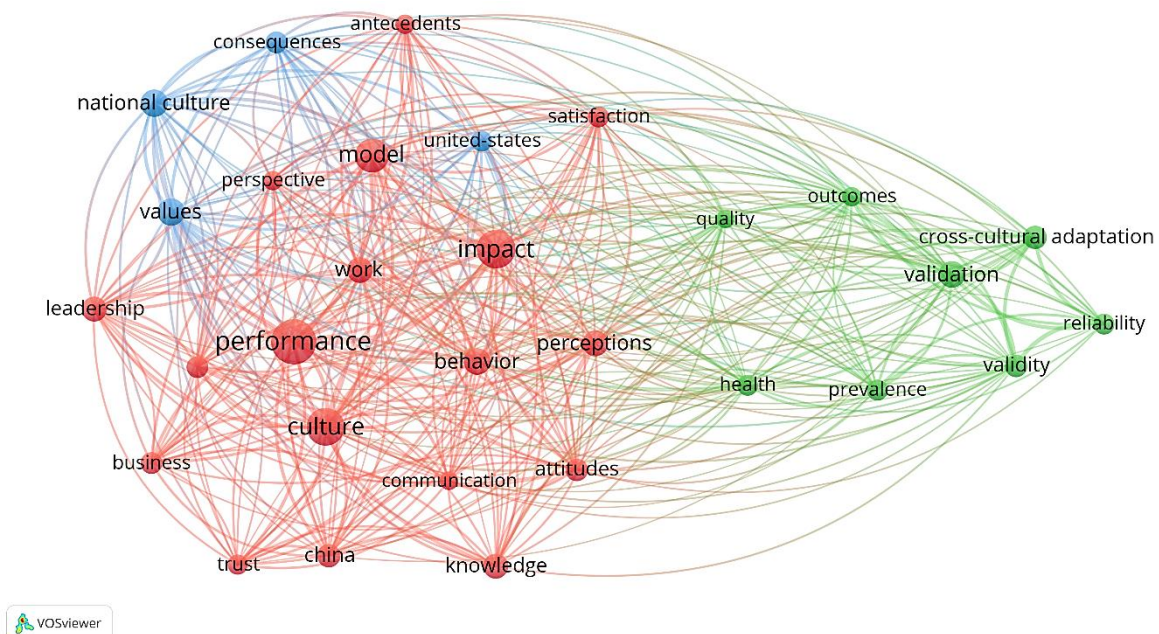

Figure 3. Keyword Map from 2001-2010.

Source: own elaboration.

The issues addressed in the articles from the first decade of the 21st century show a clear division into three main research areas (blue, green, red). The network of connections demonstrates that the research approach was fragmented, focusing on one of the three areas.

The red area is closely associated with indicators, encompassing elements such as performance, behavior, satisfaction, and trust. The green area corresponds to national culture, including concepts such as collectivism, individualism, impact, and values, reflecting Hofstede's theory of the five dimensions of culture. The blue area represents the management of culture from the perspective of knowledge, organizational structure, and leadership.

Interestingly, China and the United States are the two most frequently studied countries in the context of cross-cultural management.

In the second decade of the 21st century, research on cross-cultural management in organizations accelerated. The Web of Science database accumulated 3271 articles containing the topic of cross-cultural management, from which the 30 most frequently occurring keywords were selected (Figure 4). The network of connections between the red and blue groups is dense, without a clear separation between these areas, indicating that research more often simultaneously touches upon both areas than in the previous decade.
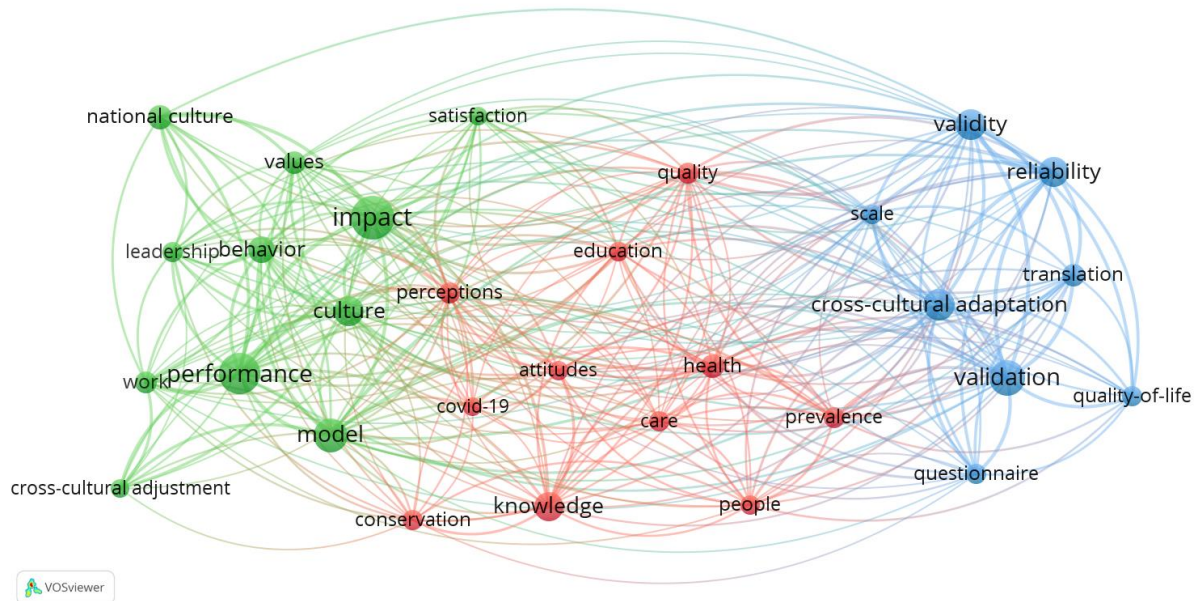

Figure 4. Keyword Map from 2011-2020.

Source: own elaboration.

Most of the concepts in the blue and red areas overlap with those most frequently appearing in the previous decade. However, the green group of concepts is markedly distinct, introducing terms do not present in the keyword map of the first decade of the 21st century, such as health, cross-cultural adaptation, quality, and diversity. A detailed list of keywords ranked by popularity will be presented later in the study to deepen the analysis of thematic trends in cross-cultural management research areas. The emergence of the term diversity confirms the connection between cross-cultural management and cultural diversity management mentioned in the theoretical part of the study.

In the third decade of the 21st century, remote work gained significance. With the spread of the COVID-19 virus, many businesses were forced to change their previous collaboration models, allowing employees to work from home. Although restrictions have been lifted, many companies have continued to enable employees to work from anywhere in the world, thereby attracting talent globally. This, combined with the growing trend of outsourcing processes to countries with cheaper labor, has made cross-cultural management crucial for effective business management. Concurrently, recent years have seen the emergence of new concepts alongside cross-cultural management, such as education, translation, and quality-of-life (Figure 5).

Figure 5. Keyword Map from 2020-2024.

Source: own elaboration.

The keyword map of the third decade of the 21st century is divided into three main areas. The green area mostly consists of terms familiar from previous decades, still prevalent in multicultural research. The red and blue areas denote fields where new, often previously absent terms have emerged. The distance between the green and blue areas indicates infrequent connections between the terms found in them. Keywords in the red group connect the other two areas, evidenced by numerous connections reaching both the green and blue areas. The limitation of this map is undoubtedly the shorter period from which the articles were analyzed. Nonetheless, the constructed keyword map holds undeniable value, highlighting contemporary thematic trends in cross-cultural management research.

A more precise analysis of the main research areas and the directions of changes in cross-cultural management studies will be possible by ranking keywords by popularity concerning the three examined periods (Table 1).

Table 1.

List of keywords by periods

2001-2010	2011-2020	2021-2024
culture (91)	performance (378)	impact (160)
performance (77)	impact (294)	performance (146)
impact (70)	culture (278)	validation (116)
model (64)	model (235)	model (106)
china (62)	values (164)	cross-cultural adaptation (94)
values (50)	national culture (164)	validity (88)
united-states (49)	behavior (156)	reliability (87)
behavior (48)	validation (153)	culture (84)
national culture (40)	work (149)	knowledge (81)
leadership (37)	perceptions (149)	behavior (70)
cross-cultural studies (36)	knowledge (140)	national culture (61)
perception (35)	leadership (138)	health (56)
self (34)	china (125)	translation (54)
gender (34)	cross-cultural adaptation (124)	values (54)
knowledge (33)	attitudes (117)	work (49)
attitudes (31)	validity (114)	perceptions (48)
trust (31)	consequences (111)	prevalence (47)
dimensions (30)	diversity (110)	quality (47)
communication (30)	business (107)	conservation (44)
consequences (28)	united-states (105)	leadership (44)
collectivism (28)	health (105)	questionnaire (44)
work (28)	satisfaction (101)	care (43)
individualism (27)	reliability (100)	quality-of-life (43)
human-resource management (26)	prevalence (100)	attitudes (42)
satisfaction (26)	trust (95)	education (41)
determinants (26)	antecedents (90)	people (40)
framework (26)	perspective (90)	scale (40)
antecedents (24)	outcomes (89)	cross-cultural adjustment (39)
organizations (24)	quality (86)	covid-19 (37)
women (23)	communication (86)	satisfaction (37)

Source: own elaboration.

The main areas consistently addressed in articles and research on multicultural management, regardless of the period, are culture, performance, impact, and model. These keywords most frequently appear in scientific works, expressing the objectives of research intentions and the methodological aspects of the studies. Additionally, terms like behavior and national culture also rank within the top ten, forming the core framework upon which scientific studies regarding managing multicultural work environments are based. It is also noteworthy that while China and the United States played a significant role in the early 21st century, the presence of these keywords has diminished over time, eventually disappearing from the list of the 30 most frequently occurring keywords in 2021-2024. The area of leadership has also decreased in its prominence in articles over time (ranking 10th, 12th, and 20th in the respective periods), yet it remained on the list in each of the three periods. It is essential to note that the decrease in the percentage share of keywords compared to previous periods does not necessarily equate to a reduction in the number of articles containing those topics. Considering the overall trend of increasing publications on cross-cultural management nearly every year, a slight decrease in keyword popularity might still indicate an increase in the actual number of publications containing that keyword.

Over the years, the area of cross-cultural adaptation has gained significance, which was not present in the first period. Ultimately, in the third period, it reached the fifth position in popularity, indicating the direction researchers are taking in studying multiculturalism. Adapting processes and organizational structures to local conditions contrasts with standardization, i.e., system unification. Studies have shown that the adaptation strategy, although requiring more effort, is more effective from a multicultural management perspective (Ting, Wang, Chan, 2017). Health and quality also gained significance, appearing for the first time in the second period.

New terms emerging in the most recent period include translation (13th position), conservation (19th), questionnaire (21st), care (22nd), quality-of-life (23rd), education (25th), people (26th), scale (27th), cross-cultural adjustment (28th), and Covid-19 (29th). The high ranking of translation might be influenced by the increased role of remote work, where translation elements are crucial in collaboration among people speaking different languages. In the third decade of the 21st century, an increase in significance can be observed for closely related terms focusing on individual interests, such as care, quality-of-life, education, and people.

Covid-19 also appears on the list—a virus that has significantly impacted many areas, including the shaping of the labor market and employment structure in enterprises. The remote work model discussed in the study has contributed to greater cultural diversity in work environments by eliminating geographical barriers.

5. Summary

The results of the analyses showed increasing interest among researchers in multicultural management, responding to managers' needs and dynamically changing work environments. This trend answers the first specific question: "How has researchers' interest in cross-cultural management, in terms of the number of publications, evolved over the years?". The number of publications has been increasing almost every year; in 2001, according to data from Web of Science, there were 60, while in 2023, the number reached 520. The findings highlighted the most frequently discussed areas in the analyzed articles, common across all the identified periods, thus allowing them to be considered the core of research on cross-cultural management. This provides an answer to the second specific question: "What core themes in cross-cultural management research are consistent across different time periods?" pointing to topics like culture, performance, impact, model, behavior, and national culture. Additionally, dividing the works into time periods allowed for an understanding of the directions of change concerning the discussed topics. This allowed to obtain the answer to the third specific question: "What new research topics have emerged in cross-cultural management in recent years?"

Over the years, concepts related to individual well-being (care, quality-of-life) and areas linked to technological development (translation, questionnaire) have emerged and gained importance. The rapid changes in the modern world drive the pace of changes in research addressing multicultural management issues, reflected in the impact of the Covid-19 pandemic on the world and consequently on the analyzed research works.

It should be noted that research on cross-cultural management is increasingly interdisciplinary, addressing issues from psychology and sociology (attitudes, trust, cross-cultural adaptation, behavior). The presented research results answer the main research question: "How have the themes in scientific articles on cross-cultural management evolved over the years?". Certain topics, such as culture, performance, impact, model, behavior, and national culture, remain central areas of interest for researchers and are consistently discussed in the literature. The hierarchy of discussed topics has changed over time, reflecting the shifting priorities and needs of managers and organizations. For example, initially, the focus was primarily on fundamental cultural aspects, but over the years, increasing attention has been given to performance, individual well-being, and the impact of cross-cultural management on organizational outcomes. Research on cross-cultural management has become more interdisciplinary, integrating knowledge and methods from various fields such as psychology, sociology, anthropology, and information technology. Over the years, new concepts related to technology (e.g., translation, online questionnaires), individual well-being (care, quality of life), and current events (e.g., the impact of the Covid-19 pandemic) have emerged. These new topics are gaining importance and are increasingly studied in the context of cross-cultural management. As a result, research on cross-cultural management is becoming more comprehensive and multifaceted, addressing the changing challenges and needs of the contemporary world.

This article provides a concise summary of the current research directions on multicultural management and can serve as a starting point for further studies. Future research might focus on deepening the understanding of the limitations and challenges associated with cross-cultural management or the impact of crises such as Covid-19 on cross-cultural management strategies. The analysis of thematic research trends indicated an increasing interest in issues related to cultural diversity management, which corresponds to the needs of business practice and the dynamically changing work environment. In the context of future research, it will be crucial to continue interdisciplinary analyses, develop measurement tools, and investigate practical solutions supporting organizations in effectively managing organizational culture. Additionally, research on the limitations and challenges related to multicultural management will be essential for better understanding this area and developing effective action strategies.

However, the limitations of the studies discussed in the article should be noted, primarily concerning the bibliometric analysis, for which data were exclusively obtained from the Web of Science database. Additionally, the analysis was narrowed down to 30 keywords, excluding others present in the works, although this was intentional to improve the readability of the study.

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