

Volume 9 Nomor 2 Agustus 2024

E-ISSN 2541-0938 P-ISSN 2657-1528

JURNAL PENDIDIKAN EKONOMI
JURKAMI

JURKAMI

VOLUME 9
NOMOR 2

SINTANG
AGUSTUS
2024

DOI
10.31932

E-ISSN
2541-0938
P-ISSN
2657-1528



GLOBAL MANAGEMENT AND GLOBAL CULTURE: A BIBLIOMETRIC
REVIEW OF BUSINESS PRACTICES AND PERFORMANCE

Lussy Widia Asmaraningtyas✉, Sriyono²

STIE Indonesia Malang, Indonesia¹

Magister Program of Management, Universitas Muhammadiyah Sidoarjo, Indonesia^{1,2}

✉ Corresponding Author Email: asmaraningtyas.umsida@gmail.com

Abstract:

Article History:

Received: July 2024

Revision: July 2024

Accepted: July 2024

Published: August
2024

Keywords:

Global Management,
Global Culture,
Global Business
Practices,
Company performance.

This research discusses Global Management and Global Culture in the context of international business development. Through a bibliometric approach, this research evaluates related literature to understand the influence of global management and global culture on business practices and company performance. The main findings highlight publication trends that include digitalization, sustainability, diversity, and the concept of "globalization" as important elements in global management. The theoretical and practical implications of this research demonstrate the complexity of global management and its contribution to international management theory. Practical recommendations include the integration of cultural understanding in business strategy, the enhancement of intercultural competence, and the adoption of sustainable practices. Although this research provides an interesting perspective, there are limitations in the research design and methodology. Therefore, for future research, it is recommended to conduct more in-depth studies on the influence of specific cultures in business practices as well as explore unexplored areas in the literature to provide more comprehensive practical solutions in an increasingly complex global business environment.

Abstrak:

Sejarah Artikel

Diterima: Juli 2024

Direvisi: Juli 2024

Disetujui: Juli 2024

Diterbitkan: Agustus
2024

Kata kunci:

Manajemen Global,
Budaya Global,
Praktik Bisnis Global,
Kinerja Perusahaan.

Penelitian ini untuk membahas tentang Manajemen Global dan Budaya Global dalam konteks perkembangan bisnis internasional. Melalui pendekatan bibliometrik, penelitian ini mengevaluasi literatur terkait untuk memahami pengaruh manajemen global dan budaya global terhadap praktik bisnis dan kinerja perusahaan. Temuan utama menyoroti tren publikasi yang mencakup digitalisasi, keberlanjutan, keragaman, dan konsep "globalisasi" sebagai elemen penting dalam manajemen global. Implikasi teoritis dan praktis dari penelitian ini menunjukkan kompleksitas manajemen global dan kontribusinya terhadap teori manajemen internasional. Rekomendasi praktis mencakup integrasi pemahaman budaya dalam strategi bisnis, peningkatan kompetensi antar budaya, dan adopsi praktik-praktik yang berkelanjutan. Meskipun penelitian ini memberikan perspektif yang menarik, namun terdapat keterbatasan dalam desain dan metodologi penelitian. Oleh karena itu, untuk penelitian di masa depan, disarankan untuk melakukan studi yang lebih mendalam tentang pengaruh budaya tertentu dalam praktik bisnis serta mengeksplorasi area yang belum dieksplorasi dalam literatur untuk memberikan solusi praktis yang lebih komprehensif dalam lingkungan bisnis global yang semakin kompleks.



How to Cite: Lussy Widia Asmaraningtyas, Sriyono. 2024. *Global Management and Global Culture: A Bibliometric Review of Business Practices And Performance*. Jurnal Pendidikan Ekonomi (JURKAMI), 9 (2), DOI : [10.31932/jpe.v9i2.3653](https://doi.org/10.31932/jpe.v9i2.3653)



INTRODUCTION

International business in an era of growing globalization is undergoing a profound transformation (Vaio et al., 2021). Companies now operate in markets that are no longer limited by geographical boundaries, but are faced with challenges and opportunities in an increasingly complex and integrated business environment (Anugerah et al., 2022). In this context, global management and global culture become key elements that influence business practices and firm performance. This study aims to evaluate related literature through a bibliometric approach, providing an in-depth understanding of how global management and global culture influence business practices and firm performance. The rapid growth of

the global economy has brought significant changes in the way companies operate, with more and more companies operating across national borders. In this context, an understanding of global management and global culture is crucial for international business success (Le et al., 2019). Data from the World Bank shows that international trade as a percentage of global GDP increased from around 20% in the 1960s to more than 50% in the last decade, emphasizing the importance of this research. In addition, cultural diversity in business offers significant challenges and opportunities. Studies show that companies that successfully manage cultural diversity tend to be more innovative and perform better, a 2020 McKinsey report found that companies with gender diversity in the executive team are 25% more likely to have above-average profitability.

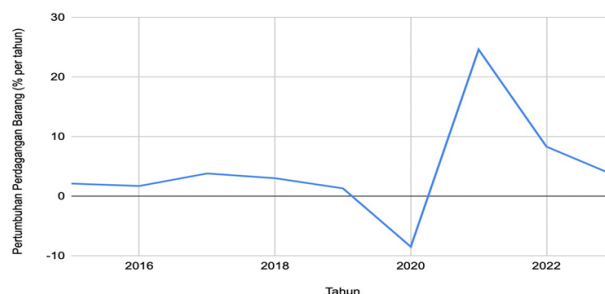


Figure 1.

Growth of International Trade in Goods (% in Years)

Source; (WTO, 2024)

Figure 1 shows the growth trend of trade in goods in percentage per year from 2016 to 2023. In the period 2016 to 2019, the growth of trade in goods showed small fluctuations but tended to stabilize around 0 to 5 percent per year. In 2020, there was a sharp decline to close to -10 percent, most likely due to the impact of the COVID-19 pandemic that disrupted global supply

chains and trade activities (Ferreira et al. 2022). 2021 saw a significant recovery with growth accelerating to around 25 percent, reflecting the global economic recovery following the easing of lockdowns. However, after the spike in 2021, there was a decline again in 2022 and continued in 2023. These significant fluctuations illustrate the volatility of global trade over



the period under review, confirming the urgency of research in global management and global culture to help businesses adapt to changes in global trade.

The complexity of global business also requires an in-depth understanding of different business practices and cultures. Bibliometric research can identify trends, patterns and gaps in the literature that can help researchers and practitioners develop more effective strategies (Ardito et al. 2019; Simao et al. 2021). The increase in publications related to this topic in leading business journals indicates the growing interest and need for this knowledge. In addition, there is a significant correlation between understanding global culture and business performance. Studies show that companies that adapt well to local cultures have higher customer retention rates and better working relationships (Fan et al. 2021; Le et al. 2019; Mukherjee et al. 2021). Data from Harvard Business Review reveals that companies with strong cross-cultural capabilities have a 15% increase in revenue.

Global management is the process of managing business operations in different countries by considering cultural, economic, and regulatory differences (Young, 2018). The importance of global management cannot be ignored in today's era of international business. Companies must be able to adapt their strategies to suit the needs and preferences of the local market without compromising their global consistency (White et al. 2016). Effective global management covers various aspects such as marketing strategy, human resource management, finance, and logistics operations. Successfully managing global operations can improve operational efficiency, expand market reach, and enhance a company's competitiveness in the

international market (Gaviria-Marin et al. 2019).

Global culture refers to the commonality of values, norms and practices accepted in different countries as a result of intense global interaction (Luthans et al. 2018). In a business context, an understanding of global culture is important to develop effective strategies to deal with cultural diversity and ensure that products and services are acceptable to different consumer groups. Global culture influences the way individuals and organizations behave and make decisions. The integration of global culture into business strategy can increase a company's adaptability and flexibility in the face of changes in the business environment (Hampden-Turner et al. 2020). In addition, global culture also plays an important role in building strong relationships with stakeholders in different countries, which in turn can improve the overall performance of the company.

Global management in today's interconnected world requires a deep understanding of cross-cultural dynamics to effectively navigate diverse environments. Cross-cultural management involves strategically adapting management practices to harmonize with the cultural nuances of the host country where the multinational company operates (Yajun, 2024). This adaptation is crucial because different cultures influence organizational behavior and decision-making processes, as evidenced by theories such as Hofstede's Cultural Dimensions and Trompenaars' Seven Cultural Dimensions ("Discussion of Cross-Cultural Management in Culturally Diverse Workplaces", 2024).

Global management in multinational companies plays an important role in fostering cross-cultural competencies that are essential for success in diverse



environments (Czarnecka et al. 2016). These competencies are essential for sharing and developing knowledge about organizational cultures during international assignments, contributing to the strategic integration of multinational corporations and the development of global management competencies (Peng et al. 2020). In addition, the development of cross-cultural knowledge management is essential to reconcile the imbalance between global and local interests in global organizations (Pauleen, Rooney, and Holden 2010).

Leadership in cross-cultural contexts is influenced by social power dynamics and shared values derived from shared group experiences (Dewi and Wibow 2020; Schwarzmüller et al. 2018). Along with globalization and management education programs that propagate Western leadership theories, there is a growing cultural convergence in the behaviors expected of successful managers and leaders (Rawashdeh et al. 2020; Virgiawan et al. 2021). This convergence underscores the importance of cultural intelligence and a global mindset for managers working in multicultural contexts (Berraies, 2019; Volkova, 2019). Effective cross-cultural management not only improves organizational climate but also contributes to innovation and sustainability in global organizations (Rogito et al, 2022).

The ability to manage cultural conflict and enhance cultural competence is critical for successful international business management (Farrukh et al. 2022). Transformational leadership practices have been linked to global social responsibility, which emphasizes the importance of leadership in driving responsible business practices on a global scale (Gaviria-Rivera and López-Zapata 2019; Idris et al. 2022). Thus, the integration of cross-cultural

management practices is essential for multinational corporations to thrive in today's global business landscape. By developing cross-cultural competencies culture, embrace cultural intelligence, and enhance transformational leadership, organizations can effectively navigate diverse cultural environments and drive sustainable success on a global scale.

The bibliometric approach, a quantitative method for analyzing scientific literature, was chosen for this study for several reasons. First, it helps identify key trends in research on global management and culture by analyzing publication and citation patterns over time. Second, it evaluates the influence of scholarly works, highlighting the most cited and impactful research. This approach also assesses collaboration patterns between researchers and institutions across countries, essential for understanding the development of knowledge through international cooperation. Additionally, bibliometric analysis provides tools to visualize data via network maps and graphs, making it easier to identify key themes and relationships. It also helps uncover knowledge gaps, guiding future research and theory development.

Overall, the bibliometric approach aids in understanding and developing the literature on global management and culture. It identifies research trends, evaluates scholarly influence, assesses collaborations, visualizes data, and reveals knowledge gaps, providing comprehensive insights for researchers and practitioners. This study aims to offer significant contributions by highlighting under-explored areas, encouraging further research, and providing new insights and practical solutions. Supported by empirical data, this research helps academics and



practitioners navigate the complex global business environment.

This research has significant differences with previous studies in several key aspects. This research not only explores business practices and organizational performance globally, but also specifically highlights the relationship between global management and global culture in a business context. This research broadens the scope by considering how various business practices can be influenced by global culture, as well as how effective management of these aspects can affect overall organizational performance. This is in contrast to previous studies that may have focused more on specific aspects of business practices or organizational performance without specifically considering the relationship between global management and global culture. In addition, this study utilizes an evidence-based approach to compile a comprehensive review, which allows for the presentation of findings supported by empirical data and reliable information. This approach ensures that the conclusions drawn from this study are based on solid and reliable evidence, distinguishing it from previous studies that may lack solid empirical data. As such, this study makes a valuable contribution by combining global management, global culture, business practices, and organizational performance in one comprehensive and integrated framework, which can provide deep insights for practitioners and researchers in the field of international business.

RESEARCH METHOD

This research uses a bibliometric approach to analyze the literature related to global management and global culture, which involves measuring and analyzing scholarly publications to identify research

trends, citation patterns, and relationships between different literary works (Fachada et al. 2022). The bibliometric approach was chosen because it can provide a comprehensive overview of research developments in this field, allowing researchers to identify trends, evaluate the contributions of various studies, and find unexplored research gaps (Guiling et al. 2022). The data source for this study was taken from the Scopus database, covering scientific publications in the last ten years, from 2013–2024. Inclusion criteria included articles published in peer-reviewed journals related to global management and global culture and available in English, while irrelevant articles published before the last ten years or not available in full text were excluded.

Data Collection Procedure

The data collection procedure involved the following steps:

- a. Determining Relevant Keywords: Keywords such as “global management”, “global culture”, “business practices”, and “performance” were used for the search in Scopus.
- b. Article Search and Selection: Conducting a search on Scopus, selecting articles based on inclusion and exclusion criteria.
- c. Bibliometric Data Extraction: Retrieving bibliometric data that includes information such as title, author, publication year, journal, and citation.

Based on the inclusion and exclusion selection results, 96 article documents were obtained.

Data Analysis

Data analysis was conducted using citation analysis techniques to identify the



most influential articles and authors, co-citation analysis to analyze the relationship between frequently co-cited articles, and bibliometric mapping analysis using tools such as VOSviewer or Bibliometrics to map relationships between studies and identify key trends.

Data Validity and Reliability

To ensure data validity and reliability, the keywords used should cover all aspects of the research topic. Searches were conducted thoroughly and systematically, with consistent methods for selecting and categorizing articles, as well as retesting the data collected to ensure consistency and reliability. Detailed documentation of the selection and analysis process was also undertaken to enable reproduction of the study by other researchers. With this approach, the research aims to provide in-depth insights into developments and trends in the field of global management and global culture and the contributions of related studies.

RESULTS AND DISCUSSION

a. Publication trends

Developments and publication trends in the fields of global management and global culture reflect the changing dynamics and complexities of the international business world (Arifin, 2024). One of the key trends is the digitization and adoption of technologies, such as AI, big data, and IoT, which are drastically changing the way companies operate around the world. In this context, remote management is becoming an increasingly relevant topic, with research highlighting strategies and tools for managing teams spread across multiple locations.

Sustainability and corporate social responsibility (CSR) have also become an important focus, with many publications

exploring green business practices and global business ethics (Jia and Jiang, 2018). This research emphasizes the importance of global companies adopting sustainable practices and maintaining ethical standards across different cultures and jurisdictions. In addition, diversity and inclusion are important topics in multicultural management, with literature highlighting how diversity can drive innovation and competitive advantage. Cultural training for managers and employees to be more effective in an international business environment has also received considerable attention.

The concept of "globalization", or the adaptation of global strategies to meet local market needs, is becoming increasingly important (White et al. 2016). Publications often highlight examples of companies' successes and failures in implementing this strategy. International alliances and partnerships are also trending, with companies seeking to expand their reach and capabilities through strategic cooperation in different countries.

The impact of changing geopolitics and global economic policies on international business strategy is another important topic. Global supply chain management, especially in the context of disruptions caused by global events such as pandemics, is becoming a significant area of research. In addition, cultural understanding in global management is becoming increasingly important, with research highlighting cultural differences and their impact on communication, negotiation and leadership (Zupic and Čater, 2015). Intercultural competence is becoming a key skill for leaders and managers in effectively leading international teams.

Key sources of this information include academic journals such as the



"Journal of International Business Studies", "Journal of World Business", and "Global Strategy Journal", as well as international conferences such as the Academy of International Business (AIB) Annual Meeting and the European International Business Academy (EIBA) Conference.

Following these trends helps professionals and academics to stay up-to-date with the latest developments and apply best practices in global management and business. In addition, the results of research conducted by the author by analyzing trends in Scopus indexed journals from 2013 to 2024.

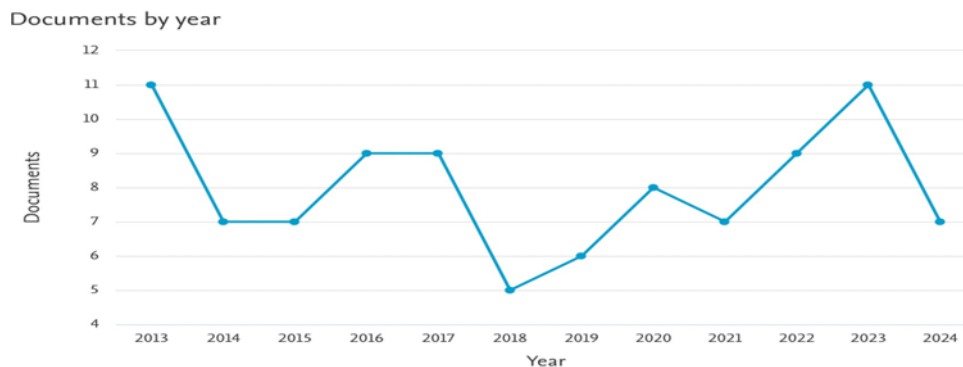


Figure 2.

Publication trends based on Scopus-indexed Reputable International Journal.

Source: documents 2013-2024

Figure 2 shows the number of documents published annually in the field of global management and global culture from 2013 to 2024. In 2013, the number of published documents reached the highest peak of 11 documents, but there was a significant decrease in 2014 to 7 documents. From 2015 to 2019, the number of published documents was relatively stable with small fluctuations, ranging from 7 to 9 documents on average. 2020 showed an increase in the number of publications to reach 9 documents, but again decreased in 2021. This trend changed significantly in 2023 with the number of publications reaching the second highest peak with 11 documents, but there was a sharp decline in 2024 to 7 documents. Overall, the publication trend shows significant fluctuations from year to year with no clear long-term trend of increase or decrease. The years 2013 and

2023 saw the highest number of publications, while there was a period of relative stability with the number of documents published ranging from 7 to 9 over several years. After the peak in 2023, there is a sharp decline in 2024. These fluctuations can be further interpreted by considering external factors such as changes in publication policies, academic interest, or global events that affect research in the field of global management and global culture.

Trends in global management and cultural development are significantly influenced by young people's engagement with current global popular culture trends and their acceptance of ongoing developments (Triananda (2024), Efaningrum et al., 2022). This relationship entails multicultural awareness and its impact on education, reflecting the influence of globalization on cultural values and



lifestyle trends (Efianingrum et al., 2022). In addition, the competition between westernization and the emergence of Hallyu (Korean Wave) in regions such as Indonesia signifies the changing cultural landscape and global identity (Larasati, 2018). The integration of traditional cultural elements such as Batik Tulis Tenun Gedog Sanggar Sekar Ayu Wilujeng in the context of glocalization shows the dynamic nature of cultural development and globalization (Agustin et al., 2020). In addition, tourism and creative economy management in regions such as West Sumatra underscore the importance of adapting to the digital media-driven global village phenomenon and its impact on economic, cultural, and social dynamics (Asri et al., 2022). These references collectively illustrate the complex nature of global management and culture, highlighting the interplay between traditional practices, consciousness, and culture.

b. Subject Area and Affiliation of the most influential Author

Distribution of documents by subject area, showing that Social Sciences dominate the publications with 17.1% of the total documents, covering disciplines such as sociology, psychology, anthropology, and political science. This shows the importance of research in understanding social dynamics and individual behavior in the era of globalization. Business, Management, and Accounting follows with 14.6%, emphasizing business strategy, management, and finance, highly relevant in the context of a complex global economy. Arts and Humanities also showed a strong presence with 11.0%, encompassing research in history, literature, philosophy, and the arts, essential to understanding human culture and heritage. Computer

Science and Engineering contributed 10.4% and 9.8% respectively, highlighting the important role of technology and technical innovation in academic literature.

The analysis shows that the University of Lagos leads in document publications, indicating significant contributions to global academic research. Qantm College, Hong Kong Baptist University, Università degli Studi di Palermo, Virginia Tech, and Korea National University of Transportation each have around 2 documents, indicating balanced participation. Griffith University has slightly more with nearly 3 documents, while FirstHealth of the Carolinas, Graduate University, and the Australian Research Council each have around 1 document. Although publication numbers per institution are low, this distribution highlights active research institutions and their roles in advancing knowledge across multiple disciplines.

The diverse contributions from these institutions reflect strong international collaboration and enrich the academic literature. The most influential subject areas are Social Sciences, Business, Management, Accounting, Arts and Humanities, Computer Science, and Engineering, showing the current academic focus. The University of Lagos is the most prolific, with other institutions also showing significant influence and strength in the global research community, contributing to diverse and collaborative academic efforts.

c. Collaboration between countries and institutions.

The distribution of documents by author country or region highlights the importance of global management and culture. The United States leads with the most documents, showcasing its dominance in academic publications and global



management strategies. The US attracts international researchers, emphasizing global networking and collaboration, a model used by multinational companies for innovation. The UK, France, and Italy also make significant contributions, reflecting Europe's role in global management. The UK's seven documents and France and Italy's six each show their importance in finance, technology, and innovation.

The EU's strong collaboration supports effective regional management strategies. Australia, with five documents, plays a key role in Asia Pacific research, addressing rapid economic changes and regulatory dynamics. Brazil, China, India, Japan, and South Korea, each contributing four documents, demonstrate the significance of emerging markets in global research. Their participation enriches global management strategies, addressing global

challenges with innovative solutions. The US's research culture attracts global talent, fostering creativity and invention. Europe's collaborative cultures in the UK, France, and Italy promote international cooperation and cross-border innovation. Australia's diversity and collaboration with Asia Pacific countries highlight the importance of cross-cultural adaptation. Collaborations with Brazil, China, India, Japan, and South Korea underscore the value of cultural diversity in global research and management. Overall, the pattern of international collaboration reveals how diverse cultural backgrounds advance global knowledge. This collaboration is crucial for addressing global challenges like climate change, health, and food security. The document distribution shows how countries contribute to and work together in advancing global knowledge and innovation, essential for solving global issues and improving lives worldwide.

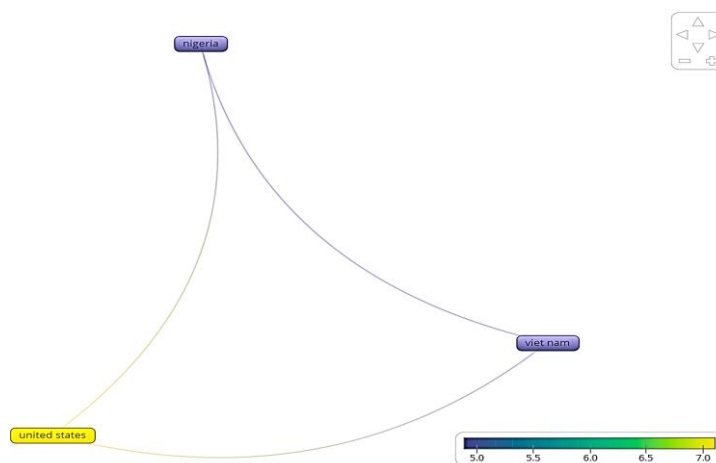


Figure 3.

Collaboration between countries based on average number of citations

Source: documents 2013-2024

Figure 3 shows a map of collaboration between countries based on average number of citations, with the United States, Nigeria and Vietnam as the main points. The United States occupies a central position in this map, with clear

lines of connection leading to Nigeria and Vietnam. The striking yellow color indicates that the average number of citations for collaborations involving the United States is the highest among the connected countries in this graph. Nigeria, which has connections to

both the United States and Vietnam, indicates significant research collaboration between these countries. Colors closer to purple for Nigeria shows that the average number of citations for collaborations involving the country is at a moderate level.

Vietnam, which is also connected to the United States and Nigeria, shows a similar pattern of collaboration to Nigeria. The purple color for Vietnam indicates that the average number of citations for collaborations involving this country is the lowest among the three countries. The United States, as the country with the highest average number of citations, shows strong influence in this collaboration network. This reflects the high quality and impact of publications involving researchers from the US. The relationship between the United States, Nigeria and Vietnam shows a pattern of collaboration that

crosses continents, with the US as the main hub, illustrating the importance of global networks in research and how knowledge is disseminated through international collaboration.

The average number of citations is an important indicator of the impact and relevance of research. Collaborations with countries that have high average citations, such as the United States, tend to increase the visibility and global recognition of the research conducted. This collaboration map provides insights into how countries work together on research and how much impact that research has as measured by the average number of citations. The United States emerges as a key player with great influence, while Nigeria and Vietnam show active involvement in international collaborations albeit with lower average citations. Such collaborations are important for strengthening global knowledge networks and addressing shared scientific challenges.

d. Analysis of Main Themes



Figure 4.

Network Analysis Map

Source: documents 2013-2024

Figure 4 shows a map of the main themes in research related to global management, which include global management, challenge, career development, management, global management environment, and architecture. The theme of global

management is at the center of the map, indicating that it is at the core of much of the research and discussion. This is relevant in the context of international collaboration, where countries such as the United States, United Kingdom, France, Italy, Australia, Brazil, China, India,

Japan, and South Korea play an important role in global research networks. The challenge theme is closely connected to global management, suggesting that challenges are an important aspect faced in global management. These challenges include cultural differences, market dynamics, and technological innovations, which require international collaboration to overcome. The theme of career development demonstrates the importance of career development in the context of global management. Career development in this field involves understanding different cultures and international market dynamics, as well as collaboration with researchers and professionals from different countries (Caligiuri et al., 2022). The management theme directly related to global management suggests that general management remains relevant in a global context, requiring an understanding of strategies that adapt to global markets and cross-border collaboration (Mellahi et al., 2021). The global management environment theme indicates a focus on the global management environment, encompassing external factors that affect global management such as international regulation, global economic conditions, and climate change (Brannen et al., 2017; Buckley, et al., 2017).

The challenge themes in this map are relevant to how countries collaborate to address global challenges through research. Career development in the context of global management requires an understanding of cultural diversity and global market dynamics, which are reflected in international collaboration and contributions from different countries. General management linked to global management shows that the basic

principles of management remain relevant but must be adapted to a dynamic and innovative global context. The focus on the global management environment reflects the importance of understanding the external factors that influence management at the international level. As such, the key themes emerging in this map are highly relevant to previous research topics, suggesting the complexity and dynamics of global management and the importance of international collaboration in addressing challenges and advancing global knowledge.

Implications of the Findings for Global Management Theory and Practice

Findings from the analysis of key themes in global management-related research provide important insights that impact global management theory and practice. The finding that global management is at the center of a wide range of research suggests that it is a highly complex and multifaceted field, encompassing global challenges, career development, general management, and the global management environment. Theoretically, this reinforces the view that global management requires an adaptive approach that considers external factors such as international regulations, global economic conditions, and climate change (Coombs and Laufer, 2018). In practice, organizations need to develop strategies that are more flexible and responsive to global dynamics, and build capabilities to collaborate effectively with international partners. Career development in the context of global management is also crucial, where a deep understanding of cultural diversity and international market dynamics must be



part of the company's talent development program.

Impact of Global Culture on Business Performance

Global culture has a significant impact on business performance, especially in the context of global management. Cultural diversity can enhance creativity and innovation by bringing different perspectives and new approaches to problem solving (Yari et al., 2020). However, cultural differences can also pose challenges in communication and collaboration if not managed properly. Organizations that successfully integrate global cultural values into their operations tend to be better able to adapt to market changes and have a better competitive advantage. Global culture also affects human resource management strategies, including recruitment, training, and career development. Companies that understand and value cultural diversity can attract and retain talent from diverse backgrounds, which in turn can improve the overall performance of the organization. The literature on global management consistently shows that there is a close relationship between global management and global culture. Many studies show that the success of global management depends largely on an organization's ability to understand and manage cultural differences (Hampden-Turner et al., 2020; Luthans and Doh 2018; Visvanathan et al., 2018). For example, Hofstede's Cultural Dimensions Theory is often used to analyze how national cultural differences affect management practices and organizational behavior. The literature also highlights the importance of cross-cultural management, which involves

developing skills to communicate and cooperate with individuals from different cultures. This includes an understanding of different norms, values, and expectations, as well as the ability to adapt management styles to diverse cultural contexts.

Research also shows that effective global management requires an inclusive and adaptive approach, which values the contributions of different cultures and facilitates the exchange of ideas and best practices across global organizations. Thus, the literature supports the view that managing global culture is a key component in successful global management, both in terms of theory and practice. These findings confirm the importance of integration between global management and global culture in management theory and practice. By understanding and managing cultural differences, organizations can improve their business performance and achieve long-term success in the global marketplace.

CONCLUSION

Based on research on Global Management and Global Culture, key findings highlight the importance of understanding global management and global culture in international business success. The theoretical and practical implications of this research are that global management is a complex and multifaceted field, which includes global challenges, career development, general management, and the global management environment. The contribution of this study to international management theory is that it provides an in-depth understanding of the relationship between global management, global culture,



business practices, and firm performance. Practical recommendations for international business are the importance of integrating cultural understanding in business strategy, improving intercultural competence for leaders and managers, and adopting sustainable practices and maintaining global business ethical standards. However, this study has limitations in design and methodology, such as the limited data used and the limited time span of the study. Therefore, for future research, it is recommended to conduct more in-depth studies on how specific cultures influence business practices in different industries, as well as to identify areas that are less explored in the current literature to provide new insights and more comprehensive practical solutions.

REFERENCES

- Agustin, I. A. F., Abdillah, A., & Lodra, I. N. Posisi Liminal Batik Tulis Tenun Gedog Sanggar Sekar Ayu Wilujeng dalam Glokalisasi. *LOKABASA*, 11(2), 148-163.
- Anugerah, A R, P S Muttaqin, and W Trinarningsih. 2022. "Social Network Analysis in Business and Management Research: A Bibliometric Analysis of the Research Trend and Performance from 2001 to 2020." *Heliyon*. [https://www.cell.com/heliyon/fulltext/S2405-8440\(22\)00558-8](https://www.cell.com/heliyon/fulltext/S2405-8440(22)00558-8).
- Ardito, L, V Scuotto, M Del Giudice, and ... 2019. "A Bibliometric Analysis of Research on Big Data Analytics for Business and Management." *Management ...* <https://www.emerald.com/insight/c>
- [ontent/doi/10.1108/MD-07-2018-0754/full/html](https://doi.org/10.1108/MD-07-2018-0754/full/html).
- Arifin, A. (2024). CREATING A SUSTAINABLE DIGITAL BUSINESS ECOSYSTEM: CHALLENGES AND OPPORTUNITIES FOR GLOBAL ECONOMIC DEVELOPMENT. *Jurnal Pendidikan Ekonomi (JURKAMI)*, 9(1), 182-194.
- Berraies, Sarra. 2019. "Effect of Middle Managers' Cultural Intelligence on Firms' Innovation Performance." *Personnel Review* 49(4): 1015–38.
- Brannen, Mary Yoko, Rebecca Piekkari, and Susanne Tietze. 2017. "The Multifaceted Role of Language in International Business: Unpacking the Forms, Functions and Features of a Critical Challenge to MNC Theory and Performance." *Language in international business: Developing a field*: 139–62.
- Buckley, Peter J, Jonathan P Doh, and Mirko H Benischke. 2017. "Towards a Renaissance in International Business Research? Big Questions, Grand Challenges, and the Future of IB Scholarship." *Journal of International Business Studies* 48: 1045–64.
- Caligiuri, P et al. 2022. "International HRM Insights for Navigating the COVID-19 Pandemic: Implications for Future Research and Practice." ... in *International Business ...* https://link.springer.com/chapter/10.1007/978-3-030-80383-4_17.
- Coombs, W T, and D Laufer. 2018. "Global Crisis Management—Current Research and Future Directions." *Journal of International Management*.



- <https://www.sciencedirect.com/science/article/pii/S1075425317304763>.
- Czarnecka, Aleksandra, and Maja Szymura-Tyc. 2016. "The Competencies of Global Managers in Multinational Corporations."
- Dewi, N, and R Wibow. 2020. "The Effect of Leadership Style, Organizational Culture and Motivation on Employee Performance." *Management Science Letters*.
<http://growingscience.com/beta/ms/1/3734-the-effect-of-leadership-style-organizational-culture-and-motivation-on-employee-performance.html>.
- Fachada, J et al. 2022. "Green Human Resource Management: A Bibliometric Analysis." *Administrative Science Letters*
<https://www.mdpi.com/2076-3387/12/3/95>.
- Fan, D, C J Zhu, X Huang, and V Kumar. 2021. "Mapping the Terrain of International Human Resource Management Research over the Past Fifty Years: A Bibliographic Analysis." *Journal of World Business*.
<https://www.sciencedirect.com/science/article/pii/S1090951620301139>.
- Farrukh, M, A Raza, N Y Ansari, and ... 2022. "A Bibliometric Reflection on the History of Green Human Resource Management Research." *Management Research Letters*
<https://www.emerald.com/insight/content/doi/10.1108/MRR-09-2020-0585/full/html>.
- Ferreira, J J, C I Fernandes, Y Guo, and ... 2022. "Knowledge Worker Mobility and Knowledge Management in MNEs: A Bibliometric Analysis and Research Agenda." *Journal of Business Management*
<https://www.sciencedirect.com/science/article/pii/S014829632100970X>.
- Gaviria-Marin, M, J M Merigó, and H Baier-Fuentes. 2019. "Knowledge Management: A Global Examination Based on Bibliometric Analysis." *Journal of Forecasting and Social Science*
<https://www.sciencedirect.com/science/article/pii/S0040162517304055>.
- Gaviria-Rivera, J I, and E López-Zapata. 2019. "Transformational Leadership, Organizational Climate and Job Satisfaction in Work Teams." *Journal of Business Management*. um.edu.mt.
<https://www.um.edu.mt/library/oar/handle/123456789/47882>.
- Guiling, Y et al. 2022. "Bibliometric Analysis of Global Research on Organizational Citizenship Behavior from 2000 to 2019." *Sage Journal of Business Management*
<https://journals.sagepub.com/doi/abs/10.1177/21582440221079898>.
- Hampden-Turner, C, F Trompenaars, and ... 2020. *Riding the Waves of Culture: Understanding Diversity in Global Business*. books.google.com.
<https://books.google.com/books?hl=en&lr=&id=9boLEAAQBAJ&oi=fnd&pg=PT3&dq=global+management+global+culture+intercultural+management+global+business+practices+company+performance&ots=ad7VKWDbw6&sig=4nuFtJPw3gxy0DxJinU7K22ffo8>.



- Idris, I, A Suyuti, A S Supriyanto, and ... 2022. "Transformational Leadership, Political Skill, Organizational Culture and Employee Performance: A Case Study from Tourism Company in Indonesia." ... of Tourism and ... <http://repository.uin-malang.ac.id/10441/>.
- Jia, F, and Y Jiang. 2018. "Sustainable Global Sourcing: A Systematic Literature Review and Bibliometric Analysis." Sustainability. <https://www.mdpi.com/2071-1050/10/3/595>.
- Le, H T T, Q T M Dao, V C Pham, and ... 2019. "Global Trend of Open Innovation Research: A Bibliometric Analysis." ... Business & Management. <https://www.tandfonline.com/doi/hareview/10.1080/23311975.2019.1633808>.
- Luthans, F, and J P Doh. 2018. International Management: Culture, Strategy, and Behavior. pdp.sjsu.edu. https://pdp.sjsu.edu/people/thomas.shirley/docs/Bus5162_Syllabus.pdf.
- Mellahi, Kamel, Jędrzej George Frynas, Pei Sun, and Donald Siegel. 2016. "A Review of the Nonmarket Strategy Literature: Toward a Multi-Theoretical Integration." Journal of management 42(1): 143–73.
- Mukherjee, D, S Kumar, N Donthu, and N Pandey. 2021. "Research Published in Management International Review from 2006 to 2020: A Bibliometric Analysis and Future Directions." Management International ... <https://link.springer.com/article/10.1007/s11575-021-00454-x>.
- Pauleen, David J, David Rooney, and Nigel Holden. 2010. "Practical Wisdom and the Development of Cross-Cultural Knowledge Management: A Global Leadership Perspective." European J of International Management 4(4): 382.
- Peng, R Z, C Zhu, and W P Wu. 2020. "Visualizing the Knowledge Domain of Intercultural Competence Research: A Bibliometric Analysis." International Journal of Intercultural Relations. <https://www.sciencedirect.com/science/article/pii/S0147176719303591>.
- Rawashdeh, A, M Elayan, and ... 2020. "Job Satisfaction as a Mediator between Transformational Leadership and Employee Performance: Evidence from a Developing Country." Management Science <http://m.growingscience.com/beta/mst/4101-job-satisfaction-as-a-mediator-between-transformational-leadership-and-employee-performance-evidence-from-a-developing-country.html>.
- Rogito, Jeremiah, and Geoffrey Nyamota. 2022. "Cross-Cultural Differences in Leadership and Management of Agricultural Projects in Africa." Journal of Innovations and Sustainability 6(2): 1.
- Saputri, Y. W., Rhodinia, S., & Setiawan, B. (2024). Dampak Globalisasi Terhadap Perubahan Gaya Hidup di Indonesia. *Maximal Journal*:



- Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya dan Pendidikan, 1(5)*, 208-217.
- Schwarz Müller, T, P Brosi, D Duman, and I M Welp. 2018. "How Does the Digital Transformation Affect Organizations? Key Themes of Change in Work Design and Leadership." *Management Revue*. <https://www.jstor.org/stable/26491473>.
- Simao, L B, L C Carvalho, and M J Madeira. 2021. "Intellectual Structure of Management Innovation: Bibliometric Analysis." *Management Review Quarterly*. <https://link.springer.com/article/10.1007/s11301-020-00196-4>.
- Vaio, A Di et al. 2021. "Understanding Knowledge Hiding in Business Organizations: A Bibliometric Analysis of Research Trends, 1988–2020." *Journal of Business* <https://www.sciencedirect.com/science/article/pii/S0148296321003696>.
- Virgiawan, A R, S Riyanto, and E Endri. 2021. "Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance." *Academic Journal of* https://www.researchgate.net/profile/Endri-Endri/publication/351466763_Organizational_Culture_As_A_Mediator_or_Motivation_And_Transformational_Leadership_On_Employee_Performance/links/60a3af02a6fdccb8dc637ca1/Organizational-Culture-As-A-Mediator-Motivation-A.
- Visvanathan, P, R Muthuveloo, and T A Ping. 2018. "The Impact of Leadership Styles and Organizational Culture on Job Satisfaction of Employees in Malaysian Manufacturing Industry." *Global Business & ...* https://www.academia.edu/download/57680238/V10N1_16.pdf.
- Volkova, Valeriya. 2019. "Managing Organizational Communications in the Multicultural Environment." *Management and Entrepreneurship Trends of Development 2(8)*: 60–67.
- White, G O et al. 2016. "Trends in International Strategic Management Research from 2000 to 2013: Text Mining and Bibliometric Analyses." *Management* <https://link.springer.com/article/10.1007/s11575-015-0260-9>.
- Yajun, Liu. 2024. "Examining the Necessity and Significance of Implementing Cross-Cultural Management Practice in Shanghai, China." *Alexandria (Journal of Economics Business & Entrepreneurship) 5(1)*: 60–66.
- Yari, N, E Lankut, I Alon, and ... 2020. "Cultural Intelligence, Global Mindset, and Cross-Cultural Competencies: A Systematic Review Using Bibliometric Methods." ... *Management*. <https://www.inderscienceonline.com/doi/abs/10.1504/EJIM.2020.105567>.
- Young, O R. 2018. *International Governance: Protecting the Environment in a Stateless Society*. books.google.com. <https://books.google.com/books?hl>



[=en&lr=&id=e7lcDwAAQBAJ&oi=fnd&pg=PP1&dq=global+management+global+culture+intercultural+management+global+business+practices+company+performance&ots=59bXLCEXkZ&sig=4ZtHkNmBRCmwK3tmd7fklTBa6bY.](#)

Zupic, I, and T Čater. 2015. "Bibliometric Methods in Management and Organization." *Organizational research methods.* <https://journals.sagepub.com/doi/abs/10.1177/1094428114562629>.

