

## Global Dynamics of Organizational Behavior: The Impact of Culture, Power, and Decision Making in International Relations

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### ABSTRACT

*Mobily Telecom Company is the second-largest telecom company in Saudi Arabia. Mobily is the brand name used by This study explores the intricate relationships between culture, power dynamics, and decision-making in shaping global organizational behavior, with a focus on international relations. It examines how cultural norms influence organizational structures, leadership styles, and decision-making efficacy. By employing a mixed-methods approach, the research combines qualitative insights from case studies with quantitative analysis of organizational data to provide a comprehensive understanding of these dynamics. The study reveals that cultural dimensions, such as power distance, individualism versus collectivism, and uncertainty avoidance, significantly impact organizational practices and cross-cultural collaboration. Power dynamics, including legitimate, reward, and relational power, are shown to shape decision-making processes, often reflecting the values and governance styles of specific cultures. Ethical considerations are also highlighted as critical for navigating global challenges, particularly in fostering cooperation and trust among diverse stakeholders. Key findings emphasize the importance of cultural competence in mitigating cross-cultural communication barriers and enhancing inclusivity. The research identifies common pitfalls in global decision-making, including the misalignment of goals and underestimation of cultural contexts, offering strategies to address these issues. Ultimately, the study underscores the necessity of integrating cultural awareness, ethical considerations, and power dynamics to optimize organizational behavior in a globalized world. This research provides actionable insights for policymakers, leaders, and international organizations to foster effective cooperation, reduce conflict, and achieve sustainable outcomes in an increasingly interconnected international environment.*

**Keywords:** Culture, Power dynamics, Decision-making, Organizational behavior, International relations.

### Introduction

Understanding how culture, power, and decision-making interact in international relations is important in today's connected world. Organizations, both government and non-government, work within different cultural backgrounds that influence how they act and make decisions. In this setting, cultural norms can set the rules for authority and building relationships, making interactions between countries more complex. Additionally, power plays many roles; it not only impacts resource distribution but also affects how legitimate and effective organizations appear on the global stage. This study explores the global aspects of organizational behavior, showing how these elements together shape international relations and offering insights into cooperation and conflict among countries. By looking into these factors, we aim to clarify the significance of cultural context and power structures in achieving effective decision-making in international affairs.

### Literature Review

The intersection of culture, power, and decision-making in organizational behavior has been the focus of numerous studies, reflecting its complexity and relevance in international relations. Scholars have long emphasized the role of

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cultural dimensions in shaping organizational practices. Hofstede cultural dimensions theory (1980) remains foundational, illustrating how power distance, individualism versus collectivism, and uncertainty avoidance influence leadership styles and decision-making processes. Similarly, Trompenaars and Hampden-Turner (1997) work expands on cultural variances, emphasizing the need for adaptability in multicultural environments.

Power dynamics within organizations are critical in decision-making and resource allocation. French and Raven's (1959) taxonomy of power—legitimate, reward, coercive, expert, and referent—offers a framework for understanding how authority and influence operate in different cultural contexts. This concept is further explored by NCBI Bookshelf (2023), which introduces the cultural tightness-looseness paradigm, showing how strict or flexible social norms impact power structures and organizational behavior.

Decision-making in global organizations requires navigating cultural and power-related complexities. March and Simon (1958) bounded rationality theory highlights the cognitive limitations in decision-making, particularly in multicultural settings. Recent studies, such as Bloom *et al.* (2000), emphasize the importance of balancing global standardization with local adaptation to foster effective decision-making.

Ethical considerations also permeate the discourse, with Barnett (2023) discussing the role of global civil society in promoting ethical decision-making frameworks. Case studies like Johnson & Johnson's Tylenol crisis (1982) and NASA Challenger disaster (1986) exemplify the consequences of cultural and power misalignments in decision-making.

In sum, the literature underscores the need for an integrated approach that incorporates cultural sensitivity, ethical awareness, and power dynamics to enhance organizational effectiveness and resilience in international relations.

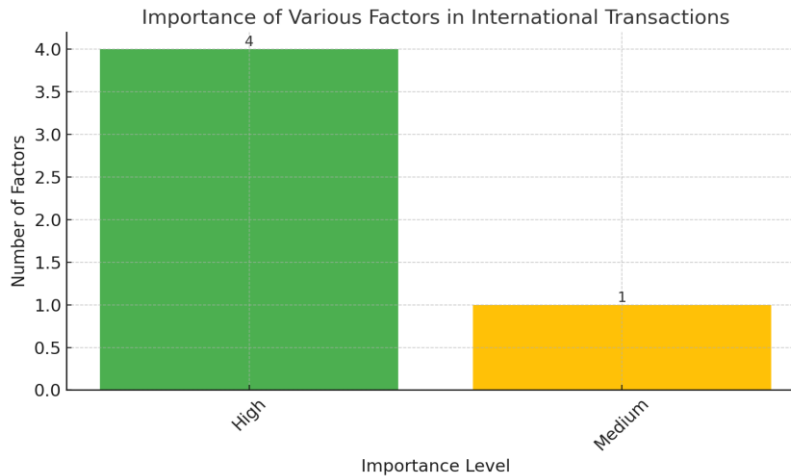
#### *Definition of Organizational Behavior*

Getting what organizational behavior means is important to understand the complex global situations in organizations. Organizational behavior is about studying how people and groups act in an organization and how these actions affect their behavior, performance, and effectiveness. This area covers many things, like culture, power dynamics, and decision-making. The impact of cultural context on organizational behavior is very important; different cultural backgrounds significantly influence group behavior and leadership. For example, (LaCette, 2006) prove that to manage groups well, one must recognize how individual and group behaviors are shaped by their cultural backgrounds. Additionally, the many family business groups from different cultures, like Fiat and Samsung, show different governance that affects organizational behavior worldwide (Cacia *et al.*, 2012). By looking at these issues, we can better grasp how culture and organizational behavior interact in global relations.

#### *Importance of Studying Global Dynamics*

The study of global dynamics is important, especially in today's international relations, where cultural differences, power structures, and decision-making greatly affect how organizations behave. Knowing about these global dynamics helps people and organizations deal with the complex world of international business. As seen with the rise in international transactions in the global economy, organizations that focus on adapting to different cultures and managing conflicts well can gain a competitive edge and avoid mistakes caused by misunderstandings or cultural clashes (Lin *et al.*, 2023). Additionally, the ability of organizations to learn, especially in international governmental groups, shows how crucial it is to meet external needs and expectations, which boosts both their adaptability and strength in a changing environment (Böhling, 2025). Therefore, understanding global dynamics is essential for success in international activities. The chart in **Figure 1** illustrates the importance of various factors in international transactions, categorizing them into high and medium levels. A majority of the factors are rated as high in importance, with four factors identified, while only one factor is considered medium. This highlights the critical areas that organizations should focus on to enhance their effectiveness in international contexts.





**Figure 1.** Importance of various factors in international transactions

### *Overview of Culture, Power, and Decision-Making*

The relationship between culture, power, and decision-making is important to understand how organizations behave globally. Culture has a big effect on decisions; different cultural norms define what behaviors and methods are acceptable in different situations. Leaders need to understand this cultural setting, managing the power dynamics that influence who gets to take part in decision-making and how authority is used. For example, an organization shaped by collectivist cultures may focus on building consensus, which leads to more inclusive decision-making methods. On the other hand, in more hierarchical cultures, power can centralize decision-making, limiting input from lower ranks of the organization. Grasping these cultural details helps create better decision-making models and improves organizational performance in a world that is increasingly connected (LaCette, 2006).



### *Purpose and Scope of This Study*

When looking at the purpose and scope of this study, it is important to see how organizational behavior connects with culture, power, and decision-making in international relations. The study plans to examine the effects of different cultural norms on organizational structures, especially in global operations. This change has led companies to include socially responsible actions with their financial goals, enhancing the discussion on the benefits of organizational democracy over traditional hierarchies (Battilana *et al.*, 2018). Additionally, understanding how unions and employers negotiate helps to show how these dynamics unfold in real situations, especially during collective bargaining (Dennana, 2024). In the end, this study aims to offer a detailed framework for grasping these complex interactions.

### *The Role of Culture in Organizational Behavior*

Understanding culture's role in how organizations behave is important, especially in a global world where businesses work in varied cultural settings. Cultural frameworks shape how organizations handle power, make choices, and build relationships, which affects how well they operate. For example, family-owned companies like Fiat in Italy and Samsung in South Korea have unique governance styles based on their cultural backgrounds, showing how vital cultural awareness is in management practices (Cacia *et al.*, 2012). Additionally, the complicated decision-making processes surrounding executive pay illustrate how cultural factors mix with social influences and organizational learning. This connection highlights the need to view pay decisions not just through economic perspectives but as practices shaped by culture that influence how organizations operate and interact with stakeholders (Liu & Rowe, 2020). Therefore, including cultural aspects in understanding organizational behavior leads to better and more inclusive decision-making in global situations.

### *Cultural Dimensions and Their Impact on Behavior*

Cultural dimensions shape how organizations behave, affecting decision-making and actions on a global scale. Different cultures value different things, which influences how people interact, how power is shared, and how leaders

act. For instance, family-owned companies like Ford in the US and Samsung in South Korea show how cultural differences influence their internal structures and relationships. This reflects a toughness toward globalization that may not be clear from a Western perspective (Cacia *et al.*, 2012). Recognizing these differences is crucial for multinational companies operating in varied settings, as they need to adjust to diverse norms and expectations. This is especially important in discussing diversity, because companies that do not recognize cultural differences may continue to have issues, such as the glass ceiling impacting underrepresented groups in the workplace (Decision-making Models, 2023). In the end, including cultural factors in organizational plans improves effectiveness in international dealings and helps create teamwork and unity in workplaces across different countries.

**Table 1.** Cross-cultural communication challenges

Country	Power Distance Index (PDI)	Individualism vs. Collectivism (IDV)	Masculinity vs. Femininity (MAS)	Uncertainty Avoidance Index (UAI)	Long Term Orientation (LTO)	Indulgence vs. Restraint (IVR)
United States	40	91	62	46	26	68
Japan	54	46	95	92	88	42
Germany	35	67	66	65	83	40
Brazil	69	38	49	76	44	78
Sweden	31	71	5	29	53	78

#### *Cultural Dimensions and Their Impact on Behavior*

In a world that is more global, problems with talking across cultures have become important barriers to working together and making decisions in global organizations (Table 1). As cultures connect more through technology and trade, misunderstandings and cultural misinterpretations can hurt how well organizations perform and lower their competitive edge. For example, American companies that work in the MENA area may find it hard because they do not understand or respect local cultural ways, which can cause them to miss business chances. Also, different ways of communicating in various cultures can make it hard to share information clearly, which might lead to distrust among teams from different countries. The need for leaders to develop cultural skills is highlighted by the requirement to change their approaches in different situations, thereby blending various cultural ideas to deal with the challenges of global business. This flexibility is key to achieving lasting success in international dealings.

#### *Influence of National Culture on Organizational Practices*

National culture affects organizational practices and influences how businesses work in different political areas. For example, companies in collectivist cultures usually focus on teamwork and group decision-making, which can boost cooperation and job satisfaction. On the other hand, individualistic cultures might stress personal initiative and competition, which can change motivation and reward systems in the organization. As mentioned, family-run businesses, like Fiat in Italy and Samsung in South Korea, often show governance styles that reflect their national backgrounds, highlighting the link between culture and business behavior (Cacia *et al.*, 2012). Moreover, bringing together different cultural views is necessary for multinational companies that want to succeed in global markets. Studies show that cultural differences can result in distinct views on leadership and power within businesses, influencing overall effectiveness (Stephan, 2022). Grasping these cultural factors is important for developing flexible and strong organizational practices in a more connected world.

Understanding cultural impact in global organizations is important for dealing with complex global issues. Different case studies show how culture affects how organizations act, which in turn impacts decision-making and power structures. For example, family-owned businesses like Fiat and Samsung have unique ways of governing that show their specific cultural backgrounds and relationship skills, which are often ignored in talks about globalization (Cacia *et al.*, 2012). Moreover, national culture plays a key role in supply chain management, as research shows important links between Hofstede cultural dimensions—such as Power Distance and Uncertainty Avoidance—and a company's ability to handle disruptions in crises (Fernandes *et al.*, 2023). These findings highlight the urgent need for organizations to adjust their strategies according to cultural contexts, leading to a better understanding of international relations and organizational success.



### *Power Dynamics in International Relations*

In the world of international relations, the way power works greatly affects how decisions are made and how countries act. The way culture and power mix determines how nations interact, which often shows different levels of social norms and agreement in leadership. The idea of cultural tightness-looseness explains how strong social norms influence how organizations behave and how they react to outside pressures (Lin *et al.*, 2023). This viewpoint highlights that effective leadership in a global context relies on the matching of personal and societal values; when leaders and their cultures align, it can help or hurt diplomatic efforts. Therefore, grasping these complex power dynamics is important for understanding international relations, and showing the connection between culture and power in shaping global organizational actions.

### *Types of Power in Organizational Settings*

In organizations, the kinds of power held by leaders and stakeholders can greatly affect how decisions are made and how things work overall (**Table 2**). One well-known type is positional power, which comes from a person's rank in the organization. This power decides how information and resources flow, influencing the culture and behavior of employees. On the other hand, relational power, especially in family-run companies like Fiat and Samsung, highlights the value of personal relationships and trust, which can strengthen the organization's ability to deal with challenges from globalization (Cacia *et al.*, 2012). Furthermore, in unique cultural settings like Chile, common beliefs and shared meanings make power dynamics more complex, as leaders often push for efficiency at the expense of employee independence (Cultural Influences on Foreign Policy, 2023). Recognizing these power types helps clarify the complex links between culture, power, and decision-making in global contexts, which ultimately impacts how organizations behave worldwide.

**Table 2.** Types of Power in Organizational Settings

PowerType	Description	Example
Legitimate Power	Influence is derived from a position of authority within an organization.	A CEO or manager makes decisions based on their role.
Reward Power	Influence is based on the ability to provide rewards for compliance.	A manager offering bonuses or promotions to motivate employees.
Coercive Power	Influence stems from the ability to apply punishment or negative consequences.	A supervisor threatening disciplinary action for poor performance.
Expert Power	Influence is derived from having specialized knowledge or skills.	A technical expert guiding project decisions.
Referent Power	Influence based on charisma and interpersonal relationships.	A respected team leader who inspires and motivates others.



### *The Role of Power in Decision-Making Processes*

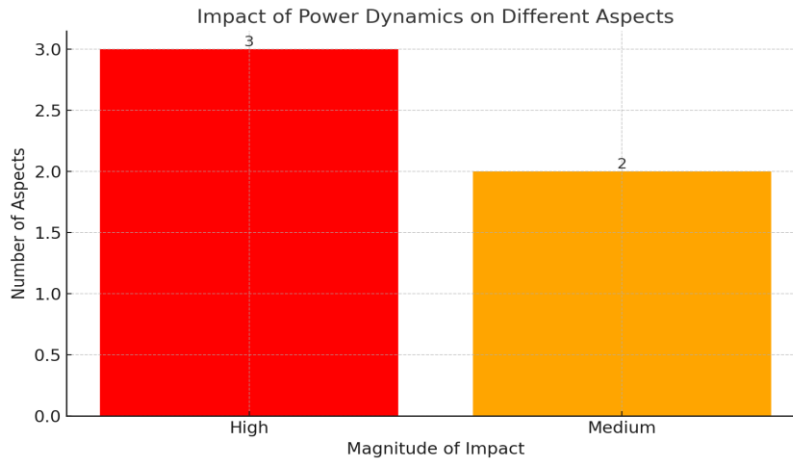
Power in decision-making is important for how organizations work and affects results in international relations. Power dynamics determine how choices are made, often giving advantage to those in charge and overlooking other viewpoints. Different cultures make this more complex, as societies have various ways of seeing and using power. For example, cultures with strong hierarchies may support decisions being made from the top down, while more equal societies may favor collaborative methods. Recognizing these differences is crucial, as they influence both internal organization and external diplomatic actions. Recent studies show that organizations that manage the relationship between power and culture well tend to make better decisions, which helps them adapt more easily to complicated global situations (LaCette, 2006). Therefore, understanding power relations is key to improving decision-making and building successful international collaborations (LaCette, 2006).

### *Power Struggles and Their Effects on Organizational Behavior*

Power fights in organizations greatly influence how people act and make decisions, as well as how they communicate and develop culture. The power struggle can create conflict, with groups competing for control, leading to stress that changes team unity and impacts productivity. This situation is more noticeable in global affairs, where cultural differences can intensify power struggles. For example, different views on legitimacy and authority can cause various



methods of working together and negotiating, particularly evident when countries deal with climate change rules. The validity of regulatory systems depends on how power struggles are handled between countries, affecting their joint decision-making. Also, Den Hartog and De Hoogh (2024) explain how journalists linked with state-funded organizations handle power relations to keep their independence, showing that power struggles reach beyond politics into organizational behavior, ultimately influencing larger social narratives and effects.



**Figure 2.** Impact of Power Dynamics

In looking at global organizations, power dynamics show up in different structural and relational ways, heavily shaped by culture. For example, family-owned companies like Ford in the U.S. and Samsung in South Korea show how family connections can influence their management and ways of operating, affecting their ability to succeed globally and adapt to challenges like globalization (Cacia *et al.*, 2012). The chart in **Figure 2** illustrates the impact of power dynamics on different aspects within organizations, categorizing the influence magnitude into High and Medium. It highlights the frequency of each magnitude, showing that High-impact aspects are more prevalent.

Also, national culture plays a key role in supply chain management, where cultural differences affect how organizations prepare for and deal with disruptions. Statistical studies indicate that factors of national cultures, such as Power Distance and Uncertainty Avoidance, are important in how effectively businesses from different countries handle crises (Gelfand & Erez, 2023). These instances show that grasping power dynamics in global organizations needs a careful approach that looks at both cultural factors and organizational structure.

#### *Decision Making in a Global Context*

The process of making decisions in a global setting is greatly affected by cultural differences and power relations found within multinational enterprises (MNEs). As globalization grows, companies need to find a balance between standardization and adapting to local markets, which can create conflicts in management practices. Research on managers from different MNEs shows that it is crucial to understand the local environment, including cultural specifics and strategic goals, to make effective decisions (Bloom *et al.*, 2000). Additionally, lessons from political economies, like those seen in sanitation projects in Brazil, India, Indonesia, and Senegal, demonstrate how local issues can influence larger organizational strategies focused on pro-poor investments (Simeon, 2005). This connection between local and global factors stresses the importance of flexible decision-making strategies that address both organizational aims and the distinct cultural settings where these businesses operate.

#### *Models of Decision-Making in International Organizations*

In the world of international organizations, models for decision-making are shaped by many factors, including culture, politics, and organizational structure as seen in **Table 3**. These models usually mix both top-down rules and teamwork as stakeholders from different backgrounds deal with diverse national interests and cultural views. Globalization makes it important to understand how organizational development (OD) can help solve problems in this area. OD

ideas can improve decision-making by helping to build systems between organizations and boosting their ability to create social change. Also, the decision-making strategies used by multinational enterprises (MNEs) show the need to balance global consistency with local changes, pointing out that flexibility is essential in different situations to improve management and organizational results (Bloom *et al.*, 2000). By understanding these factors, international organizations can enhance decision-making that works across cultural and political lines.

**Table 3.** Models of Decision-Making in International Organizations

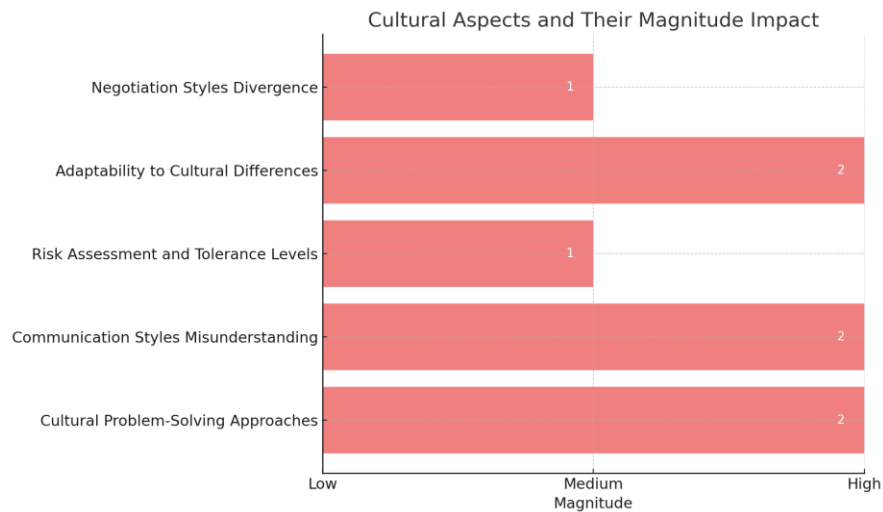
Model	Description	Use Cases	Advantages	Disadvantages
Rational Model	Based on a systematic analysis of problems and logical steps to reach a solution.	Used in situations requiring data-driven decisions, such as economic policy formulation.	Fosters objective thinking minimizes biases.	May overlook human factors and lead to decision paralysis.
Bounded Rationality	Acknowledges cognitive limitations and the complexity of choices.	Common in situations with incomplete information, such as diplomatic negotiations.	Realistic approach to decision-making under constraints.	Can lead to satisficing rather than optimizing solutions.
Garbage Can Model	Describes decision-making as chaotic, where problems, solutions, and participants converge randomly.	Applicable in highly uncertain environments, such as crisis management.	Captures the unpredictability in decision-making.	This can result in inconsistent outcomes and a lack of strategic direction.
Incremental Model	Proposes that decisions are made through small, gradual changes rather than large shifts.	Used in policy adjustments, like environmental regulations.	Reduces risks associated with drastic changes.	May inhibit innovation and long-term planning.
Participatory Model	Encourages involvement from various stakeholders to reach a consensus.	Often seen in community development and international treaties.	Promotes buy-in and cooperative solutions.	Can be time-consuming and lead to conflict.



#### *The Impact of Cultural Differences on Decision-Making*

Cultural differences greatly affect how decisions are made in international relations, influencing both the results and the methods used by organizations. Different cultural backgrounds lead to various ways of solving problems; for example, collectivist cultures may focus on agreement and group unity, while individualistic cultures may emphasize confidence and personal responsibility. The chart in **Figure 3** illustrates various cultural aspects and their corresponding magnitude of impact, categorized as High or Medium. The bars represent the significance of each aspect, with higher values indicating greater importance in the context of cultural interactions and negotiations.

This difference can cause issues during negotiations and teamwork across countries, as misunderstandings may happen due to different views on communication and authority. Additionally, cultural beliefs shape how risks are evaluated and tolerated, impacting strategic choices. Organizations that recognize and adjust to these differences are more likely to promote good teamwork and achieve positive results. Grasping these cultural factors is key to managing the complexities of global interactions, as shown in the research on organizational behavior, which thoroughly examines the link between culture and decision-making (LaCette, 2006).



**Figure 3.** Cultural Aspects and Their Magnitude Impact

#### *Ethical Considerations in Global Decision-Making*

Global decision-making is complex and needs a strong ethical framework, especially as organizations deal with different cultures and power issues. In a time when international strategic partnerships are common, cultural differences can make ethical issues harder, as varying values can result in selfish actions that harm joint goals. Also, knowing about global civil society is important for encouraging ethical discussions, since these discussions can reveal the different ethical effects of organizations' actions worldwide (Brand Experiences, 2023). By focusing on ethical decision-making, organizations can boost their reputation and help promote fair global governance. Essentially, putting ethical considerations into the mix of culture and power in international relations helps create lasting partnerships and greater respect for different stakeholder views.

Decisions made in organizations, especially regarding international relations, show a complicated mix of cultural factors and power struggles that can result in both failures and successes as seen in **Table 4**. For example, the rise of digital media has established new ways for group actions, as seen in recent studies where grassroots efforts used connective action ideas to encourage political change. These movements, though usually informal, show how the structure of organizations can change significantly when personal engagement through digital platforms is prioritized, which is key to grasping the dynamics involved in these situations (Achievers, 2023). On the other hand, decision-making failures can occur due to a lack of cooperation and misaligned goals among those involved. This highlights the need for a strong governance framework that addresses different degrees of stakeholder involvement and motivations for group action, as demonstrated in various models of collaborative governance (House *et al.*, 2023). Recognizing these dynamics is essential for improving decision-making effectiveness in various organizational environments.

**Table 4.** Case Studies of Decision-Making Successes and Failures

Case Study	Year	Decision Outcome	Impact	Cultural Factors
Case Study 1: NASA's Challenger Disaster	1986	Failure	Loss of spacecraft and seven crew members due to ignored warnings about O-ring performance in cold weather.	Communication barriers between engineers and management.
Case Study 2: U.S. Decision on the Iraq War	2003	Controversial Success	Military intervention led to regime change but resulted in prolonged instability in the region.	Underestimation of Iraq's cultural and sectarian divides.
Case Study 3: Johnson & Johnson's Tylenol Crisis	1982	Success	Quick response to a poisoning incident led to the development of new safety measures and regained consumer trust.	Strong ethical commitment and corporate responsibility.



Case Study 4: Blockbuster's Failure to Adapt	2010	Failure	Decline and bankruptcy due to the inability to adapt to digital streaming trends.	Resistance to change and over-reliance on traditional business models.
Case Study 5: Apple's Launch of the iPhone	2007	Success	Transformed the smartphone industry and significantly increased Apple's market value.	Innovative culture fostering creativity and risk-taking.

## Conclusion

To sum up, the complex relationship between culture, power, and decision-making in organizational behavior is key to grasping international relations. As globalization changes business practices, organizations need to understand that adapting to different cultures and managing conflicts well is vital for long-term success. The chance for a competitive edge lies in how well an organization can work with various cultural environments while encouraging teamwork with international partners. If companies do not take this strategic path, they could harm their operations, as cultural differences can cause serious problems. Thus, as discussed in the ongoing conversation about international business, the link between understanding culture and resolving conflicts is important for success in the global market, highlighting the nature of organizational behavior in a complicated world (Nature Communications, 2023). In the end, accepting these dynamics not only improves how organizations function but also helps build a more united and stable international community (Gelfand *et al.*, 2007).

Understanding global dynamics is very important for organizations that work within the complicated interactions of international relations, especially due to cultural differences, power structures, and decision-making processes. The existence of family business groups, like Fiat in Italy and Samsung in South Korea, shows that the governance structures and relationship skills of these businesses are crucial for their strength during globalization (Cacia *et al.*, 2012). This strength highlights that organizations must understand the cultural backgrounds and power differences that influence their actions and strategic decisions. Additionally, the creation of academic research on these topics emphasizes that making informed decisions can improve organizational behavior and boost cooperation across borders (Stephan, 2022). In the end, a good understanding of global dynamics helps organizations deal with the difficulties brought by different cultural environments and power relations, promoting not just survival but also growth in a more connected world.



### *Final Thoughts on Culture, Power, and Decision-Making in International Relations*

In summary, the complex relationship between culture, power, and decision-making greatly influences international relations. Cultural backgrounds affect what states prioritize and how they act, adding different meanings and expectations to diplomatic talks. Additionally, power dynamics, whether hard or soft, determine not just the ability to implement policies but also the motivations behind state actions. Decision-making is shaped by both cultural and power relationships, turning it into a complicated process where choices reflect both strategic thinking and deep-seated values and historical stories. Grasping these connected aspects is important for understanding global dynamics in organizational behavior because they show how state-level decisions affect international interactions, influencing cooperation, conflict, and the overall stability of international systems. In the end, understanding these factors is vital for dealing with the issues of a more connected world.

This study emphasizes the critical interplay of culture, power dynamics, and decision-making in shaping organizational behavior, particularly within the context of international relations. By integrating theoretical frameworks and empirical evidence, the research underscores the significance of cultural dimensions, such as power distance and individualism versus collectivism, in influencing leadership styles, governance, and decision-making efficacy. The findings highlight the need for cultural competence, ethical sensitivity, and adaptive strategies to address cross-cultural challenges and leverage opportunities for collaboration. Understanding these dynamics is essential for organizations aiming to navigate the complexities of globalization, enhance operational efficiency, and achieve sustainable outcomes in international environments. Ultimately, fostering inclusivity and ethical awareness can mitigate cultural barriers, promote cooperative decision-making, and contribute to stability and growth in a connected world.

While this study provides valuable insights, it is not without limitations. First, the research primarily relies on secondary data and case studies, which may limit the generalizability of findings to diverse organizational contexts. Future research could incorporate primary data collection, such as surveys or interviews with organizational leaders across various industries and regions, to validate and extend the findings.

Second, the study focuses predominantly on cultural dimensions and power dynamics in established multinational organizations. Future research could explore these themes in emerging markets and small-to-medium enterprises (SMEs) to assess whether the same principles apply.

Third, the study lacks an in-depth analysis of the impact of technological advancements, such as artificial intelligence and digital platforms, on decision-making in multicultural settings. Future research could examine how these innovations reshape power structures, communication, and decision-making processes in global organizations.

Lastly, while ethical considerations were addressed, the study does not fully explore the role of cultural relativism in ethical decision-making. Future research could investigate how organizations reconcile diverse ethical norms in international partnerships, particularly in sectors like technology, healthcare, and environmental management. Addressing these dimensions will provide a more comprehensive understanding of organizational behavior in the ever-evolving global landscape.

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