Cross-Cultural Leadership in Multinational Corporations: A Comparative Study of Japanese and Indian Management Styles

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Abstract
Cross-cultural leadership is considered an effective strategic insight for Multinational Corporations as it is involved in improving the core components of the organization. Cultural adaptation of the organization is also improved efficiently with the involvement of effective cross-cultural leadership. This kind of leadership strategy can play a pivotal role in ensuring an inclusive and harmonious working environment with diverse employees. Managing better employee engagement is essential for the growth and development of multinational corporations in different cultural backgrounds with the involvement of a cross-cultural leadership strategy. This review examines the changing world of leadership styles in MNCs. Leaders in expanding companies must consider cultural differences to enjoy significant and lasting achievements. The study examines different types of leadership practiced in MNCs across cultures to point out the complications companies and their leaders must manage. Important dimensions of culture such as individualism-collectivism, power distance, uncertainty avoidance, masculinity-femininity, and long-term orientation, often influence the actions of leaders in various cultures. Academic experts state that leading successfully in other cultures requires paying attention to and mixing various cultural elements. From this analysis, leaders learn they must handle cultural differences, change their communication approaches, and develop global awareness to support teamwork and unity in multinational teams. Furthermore, the review explores how Cultural Intelligence (CQ) affects a leader's success in multinational companies. Anybody with well-developed CQ skills can recognize cultural differences, react to them, and use this knowledge to create good results at work. The synopsis of literature takes on issues that leaders deal with such as ethnocentric attitudes, stereotype biases, and the importance of updating their skills as events in the world economy change. By merging results from various investigations, this review helps to fully explain cross-cultural leadership in MNCs.
Keywords: MNCs, Inclusive environment, Cross-cultural leadership, and Cultural elements

INTRODUCTION

Currently, a lot of Multinational Corporations or MNCs have been expanding their operations across different countries and cultures, which marks a stride in the global business environment. Growth in these companies is a very significant thing. However, on the road to success, these MNCs also experience some consistent challenges. As MNCs thrive in the global business environment, the most crucial challenge is to keep pace with a diverse workforce where people belong to various cultural backgrounds. For MNCs, cross-cultural leadership is one of the most effective ways to handle a diverse workforce. One core requirement of cross-cultural leadership is understanding and adapting to different cultural values as well as communication styles. With the understanding and adaptation of different cultural values, leaders are capable of making the overall work dynamic more inclusive and supportive. In such an environment, employees can work together successfully even after having cultural differences.

The main focus area of this study is assessing Japanese and Indian management styles, which broadens the understanding of how leadership varies across cultures. As in the subject of traditions, beliefs, and workplace behaviors, both countries have unique styles that differ from each other. It ultimately affects the management styles of leaders. In Japanese leadership, core things are teamwork, respect for hierarchy, and long-term planning. On the other hand, in Indian leadership main subjects are flexibility, relationship-building, and

authority. These two approaches are basically compared in the study to make the understanding clear of how cultural values shape leadership in different ways. As well as cultural intelligence is another important element of MNCs because they have to work across borders. The research also explores the significance of cultural intelligence in order to leadership and examines drawbacks such as ethnocentrism (believing one's culture is better than others) and stereotyping that can create misunderstandings and conflict in the workplace. In this way, it is possible to show leaders a new way to develop better skills and strategies.

Aim: The aim of this study is in the context of cross-cultural leadership within MNCs, critically examine and compare Japanese and Indian management styles as well as find out how cultural dimensions shape leadership practices and employee responsibilities in diverse working environments.

Objectives:
- To know about the basics of cross-cultural leadership and its role in MNCs.
- To understand key cultural factors (like individualism and power distance) that shape leadership in Japan and India.
- To compare Japanese and Indian leadership styles and how culture affects them.
- To cross-check how cultural intelligence (CQ) helps leaders work better in diverse teams.
- To spot challenges like bias and ethnocentrism in leading multicultural teams.

LITERATURE REVIEW

Nowadays, Global businesses are a growing subject as a result of globalization and its impact on various aspects of the business environment. There are a lot of companies that currently thrive in different countries. So, for this reason, now it has become more important to understand how leadership works across different cultures. Many studies shed light on the role of cross-cultural leaders in Multinational Corporations. A study by Çora et al. (2025), mentions that the most crucial challenge for MNC leaders is to deal with a wide range of employees who have a lot of differences in cultural values, communication styles, and ways of working. This is particularly true for countries such as Japan and India because, in these countries, the role of culture is a very significant matter in how businesses operate (Ashta et al. 2024). It has been seen in many studies that in companies that operate in the global landscape, cross-cultural leadership creates inclusive workplaces where all employees feel respected and can contribute effectively.

According to Bagga et al. (2023), cultural values have significant implications for leadership styles. A study by Kawaguchi (2024), sheds light on the fact that in Japanese companies, leaders mainly emphasize group harmony as well as teamwork, and in these companies, group discussions are the main method while making important decisions. Japanese leaders also give respect to hierarchy and seniority. Maintaining loyalty to the company is the core of every employee in Japanese companies, and here, another common thing is that long-term employment is valued. Japanese organizations follow a clear structure, along with the expectation that leaders lead their teams with care and respect (Plaister-Ten 2022).

On the opposite side, it is noted by Mathiyazhagan et al. (2021), that in Indian companies, leadership is more flexible because here leaders use their authority in the subject of making quick decisions. It has been found from the same study that Indian companies not only emphasize teamwork but also value individual achievements. As per Chatterjee (2022), a high level of respect for senior leaders is a core thing that is seen in almost every Indian workplace. However, Indian companies have now also adopted modern leadership styles. With this step, the adoption of more democratic and collaborative approaches is seen among younger leaders of Indian companies. The cultural differences between Japanese and Indian styles are the perfect examples, that represent how the values and traditions of a nation can shape leadership strategies, too.

Existing studies have compared the leadership styles between Japan and India, for which several differences are brought to light. A study by the author Ojogiwa (2021), stated that long-term thinking, careful planning, and collective decision-making are some core characteristics of Japanese leaders. They adhere to well-established procedures, which help them to avoid risk. Whereas, in this matter, Indian leaders may take more risks by giving scope to new ideas. Therefore, when the matter comes to operating multinational teams where employees from both cultures are working together, such differences are the reasons behind

misunderstandings. As stated by Huang (2023), in managing cross-cultural teams, it is a must for all leaders to be aware of these differences.

According to Livermore et al. (2022), in MNCs, Cultural intelligence or CQ has turned into a vital skill for leaders. Leaders who have scored a high CQ are capable of understanding different cultural values, adapting their behavior, as well as communicating better with people from different backgrounds. As mentioned by Knap-Stefaniuk and Sowa-Behtane (2025), CQ is very important in handling conflict in multicultural teams and bringing refinement in teamwork. In an MNC with a marvelous CQ level, a leader can easily build trust with employees, solve problems quickly, and make the working environment positive for employees. Now, there are a lot of companies that allow CQ training to their managers. It helps these companies to achieve further success in international settings. All of these studies demonstrate that cultural awareness is an essential part of good leadership in global companies, rather than just a soft skill.

Cross-cultural leadership is indeed behind the growth of MNCs, but due to a lot of challenges, leaders are sometimes unable to handle diverse teams. As per Bizumic et al. (2021), ethnocentrism is the most common problem in cross-cultural leadership. It refers to the thought of leaders, in which they believe their own culture is better than others. In companies, specifically in MNCs, ethnocentrism creates several issues, like poor communication, low employee morale, as well as conflict in the workplace. Stereotypes are another noticeable drawback of effective leadership in cross-cultural teams. It means leaders or employees make unfair assumptions about others on the basis of nationality or culture, which affects how team members work together and how leaders treat their staff. Language barriers as well as different communication styles can also be the reason behind creating misunderstandings.

Although cross-cultural leadership is a broad area of research, very minimal studies focus on the comparison between Indian and Japanese leadership in real company settings. A notable count of studies emphasizes Western firms or single-country contexts. Therefore, a gap remains in understanding cultural intelligence, its impact on performance, and the lack of effective cross-cultural leadership training in several industries. These areas are studied in this paper.

RESEARCH METHODOLOGY

To explore and compare cross-cultural leadership styles in Japanese and Indian Multinational Corporations, a quantitative research process is followed in this study (Saheb et al. 2021). Here, all the primary information is collected with the help of a structured survey questionnaire. In this survey, employees and managers working in these MNCs are actively participating. Both demographic and closed-ended questions are included in the survey to understand how they thought about leadership styles, cultural dimensions, as well as the role of cultural intelligence in diverse work settings. A purposive sampling method was used for selecting participants by targeting professionals in managerial and non-managerial roles across various sectors. The questionnaire was distributed online (Arriaga and Palmer 2024). It helps to ensure the survey gets a wider reach and convenience for participants in both Japan and India. To keep confidentiality and encourage honest feedback, all responses were kept anonymous.

After the completion of the data collection process, responses were coded and analyzed. In this matter, the tool SPSS is used. The use of descriptive statistics is required in summarising key demographic data and overall trends in leadership perception. On the other hand, the application of inferential statistical techniques like cross-tabulation and correlation analysis ensured the examination of relationships between cultural factors and leadership effectiveness. With the help of such a research approach, it is easy to determine that the comparison between Japanese and Indian leadership practices is clear and evidence-based, supporting. In this way, the aim and objectives of the study are also fulfilled as they offer real-world insights into how cultural differences influence leadership in Multinational Corporations.

RESULTS AND FINDINGS
List of Hypothesis:

Null Hypothesis, H0: There is no significant positive relationship between the belief that Cultural Intelligence (CQ) and improvement of cross-cultural leadership training are essential for leadership success in Multinational Corporations (MNCs) of countries like India and Japan in their workplace.

Alternate Hypothesis, H1: There is a significant positive relationship between the belief that Cultural Intelligence (CQ) and improvement of cross-cultural leadership training are essential for leadership success in Multinational Corporations (MNCs) of countries like India and Japan in their workplace.

Data Analysis - To promote cooperation and unity among international teams, this research suggests that leaders have a vital role to play in managing cultural diversity, adapting communication styles, and developing global awareness. The study also explores how Cultural Intelligence (CQ) can affect a leader's effectiveness within global organizations. CQ suggests that individuals who possess high CQ can identify and respond to cultural differences, and ultimately leverage understanding of cultural differences to achieve goals at work.

Pearson Correlation Test for selecting the independent variables		Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	Would you support initiatives to improve cross-cultural leadership training in your workplace? 11
Do you believe leadership style in your organization is influenced by cultural values? 2	Pearson Correlation	.084	.125
	Sig. (2-tailed)	.408	.215
How well do leaders in your organization adapt to cultural differences when managing international teams? 3	Pearson Correlation	.011	.122
	Sig. (2-tailed)	.912	.228
Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	Pearson Correlation	.051	.012
	Sig. (2-tailed)	.612	.906
Which leadership approach is more prominent in your organization? 5	Pearson Correlation	-.199[*]	-.159
	Sig. (2-tailed)	.047	.113
In your experience, how different are Japanese and Indian leadership styles in practice? 6	Pearson Correlation	-.415[**]	-.052
	Sig. (2-tailed)	.000	.609
How often do leaders in your company show cultural awareness when making decisions? 7	Pearson Correlation	.492[**]	.145
	Sig. (2-tailed)	.000	.149
Does your organization provide training to develop cultural intelligence in leaders? 9	Pearson Correlation	.047	-.066
	Sig. (2-tailed)	.641	.513
Have you observed bias or ethnocentrism in leadership practices within your organization? 10	Pearson Correlation	.187	.307[**]
	Sig. (2-tailed)	.062	.002

By the point of view through cultural intelligence:

- **Correlation with "How often do leaders in your company show cultural awareness when making decisions? 7":**
  - **Pearson Correlation = 0.492***: This suggests a positive relationship that is strong and likely statistically significant at the 0.01 level, which usually denotes significance at the double asterisk (**) level. This is a significant finding and indicates that the more frequently leaders showed cultural sensitivity in their decision-making the more strongly agreed CQ is required for effective leadership in multinational corporations.
  - **Sig. (2-tailed) = 0.000**: This p-value is lower than 0.01 (and way below 0.05), representing strong statistical significance, which means there is a fairly good correlation. This p-value is lower than 0.01 (and way below 0.05), representing strong statistical significance, which means there is a fairly good correlation.

This specific finding is consistent with the idea that the practice of demonstrating cultural awareness supports the perceived value of CQ in a multi-national setting.

By the point of view through cross-cultural leadership training:

Correlation with "Have you observed bias or ethnocentrism in leadership practices within your organization? 10":

0.307* is the Pearson Correlation. This implies a fairly positive relationship. There is likely a statistical significance at the 0.05 level indicated by the asterisk (*). This is an important point; actions to improve cross-cultural leadership training are more justified when individuals think that Cultural Intelligence (CQ) is important for effective leadership.

The conclusion is that there is significant statistical evidence for cross-culture leadership training when successfully responding to cultural differences is viewed as achievable - this means successfully responding to cultural differences may emphasize the value of such training. Conversely, there is a significant negative correlation between feeling like the workplace is inclusive and collaborative; this may indicate less perceived need for training in inclusive environments. Because there is a statistically significant positive correlation between willingness to pay for cross-culture leadership training and acknowledging that Cultural Intelligence (CQ) is important for leadership effectiveness. This means willingness to pay for opportunities to develop these competencies is directly correlated to recognizing the value of CQ.

Linear Regression Method:

(To distinguish between Japanese and Indian Management Styles in the case of Cross-Cultural Leadership in Multinational Corporations)

Dependent Variable: "Would you support initiatives to improve cross-cultural leadership training in your workplace? 11"

List of Predictors:
1. Have you observed bias or ethnocentrism in leadership practices within your organization? 10,
2. Which leadership approach is more prominent in your organization? 5,
3. Do you believe leadership style in your organization is influenced by cultural values? 2,
4. How often do leaders in your company show cultural awareness when making decisions? 7,
5. Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4,
6. How well do leaders in your organization adapt to cultural differences when managing international teams? 3,
7. Does your organization provide training to develop cultural intelligence in leaders? 9,
8. Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8,
9. In your experience, how different are Japanese and Indian leadership styles in practice? 6

1. **Select Cases for India:**

Model Summar

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.554ª	.306	.161	.8297	.306	2.111	9	43	.049

Table 1. a: Stats of Model Summary

#1.1 Interpretation of Table 1. a:

➢ **R Square = .306 (Coefficient of Determination):** It means how much of the dependent variable's fluctuation can be explained by the independent variables presented in the model. In the current model with an R Square of .306, nine predictor variables can explain 30.6% of the variation in people's support for cross-cultural leadership training. This is a large amount of explained variance and suggests that people support cross-cultural leadership training because these nine factors work together to shape their support in a significant way.

➢ **Adjusted R Square = .161:** While the model overall explained a fair amount of variation, likely, some of the single variables are not contributing as much to this explanation as the Adjusted R Square (.161) is considerably lower than the R Square (.306). The variations account for some 16.1% of the variation in support for cross-cultural leadership training after accounting for model complexity.

➢ **Std. Error of the Estimate = .6397:** This represents the standard deviation of the residuals and quantifies the errors or differences between the predicted and observed values of the model. In terms of standard deviation, it indicates the average deviation between the values our model predicted and the observed values in training assistance. It suggests lower values can be considered a more accurate model.

➢ **F Change = 2.111:** This represents the F-statistic for the whole model. We test the null hypothesis that there is no linear relationship between any of the predictors and the dependent variable if all of the regression coefficients for the predictors are simultaneously equal to zero.

➢ **Sig. F Change = .049:** This is the p-value for the F-statistic. Since the regression model is statistically significant, as .049 is below the traditional threshold for significance of .05. So, we can say with confidence that support for cross-cultural leadership training is very strongly predicted / or explained by the group of nine predictors taken together. There is a statistically significant relationship between the dependent variable and at least one of the predictor variables.

ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.080	9	1.453	2.111	.049ᵇ
	Residual	29.600	43	.688		
	Total	42.679	52			

Table 1.b: ANOVA result and its metrics

#1.2 Interpretation of Table 1.b:

◻ Residual: This row indicates the variation in the dependent variable that the used model cannot explain by the independent variables. This is referred to as the error variance.

Sum of Squares (Residual) = 29.6: This is the sum of the squared differences between the actual and expected values of the independent variable. It indicates how much of the variance in the dependent variable is unexplained.

Mean Square (Residual) = 0.688: The Sum of Squares (Residual) is divided by the matching "df" (29.6 / 43 = 0.688) to calculate this signifying the average amount of unexplained variance.

Sum of Squares (Total) = 42.679: These are the same as squares of the differences between each observed value of the dependent variable, and the mean of the dependent variable. This is the total variation in the dependent variable that needs to be accounted for. (Note: 13.08 + 29.6 = 42.68, meaning that 42.679 is probably a rounded value).

The table of ANOVA provides further evidence for our previous conclusion in the "Model Summary" table. The statistically significant F-value (F = 2.111, p = .049) confirmed the regression model is a good fit for the data. This means that the nine-predictor variable, collectively, is statistically significant in explaining some amount of an individual's support for cross-cultural leadership training in the workplace.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1 (Constant)	2.260	1.238		1.825	.075	-.238	4.757
Do you believe leadership style in your organization is influenced by cultural values? 2	.009	.165	.008	.053	.958	-.324	.342
How well do leaders in your organization adapt to cultural differences when managing international teams? 3	.069	.150	.075	.461	.647	-.234	.372
Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	.073	.156	.070	.468	.642	-.242	.388
Which leadership approach is more prominent in your organization? 5	-.216	.102	-.286	-2.120	.040	-.422	-.011
In your experience, how different are Japanese and Indian leadership styles in practice? 6	.189	.156	.177	1.207	.234	-.127	.504
How often do leaders in your company show cultural awareness when making decisions? 7	.301	.170	.289	1.766	.084	-.043	.645
Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	-.040	.163	-.040	-.244	.808	-.368	.288

Does your organization provide training to develop cultural intelligence in leaders? 9	-.381	.214	-.251	-1.782	.082	-.813	.050
Have you observed bias or ethnocentrism in leadership practices within your organization? 10	.294	.147	.298	1.992	.053	-.004	.591

Table 1.c: Coefficient for the ANOVA result
#1.3 Interpretation of Table 1.c:
"Which leadership approach is more prominent in your organization? 5" – only this independent variable is satisfied (t score: -2.120, p-value: 0.040 <0.05) concerning the dependent variable. So at least one independent variable is satisfied in the case of selecting the people who are currently working in the country of India.
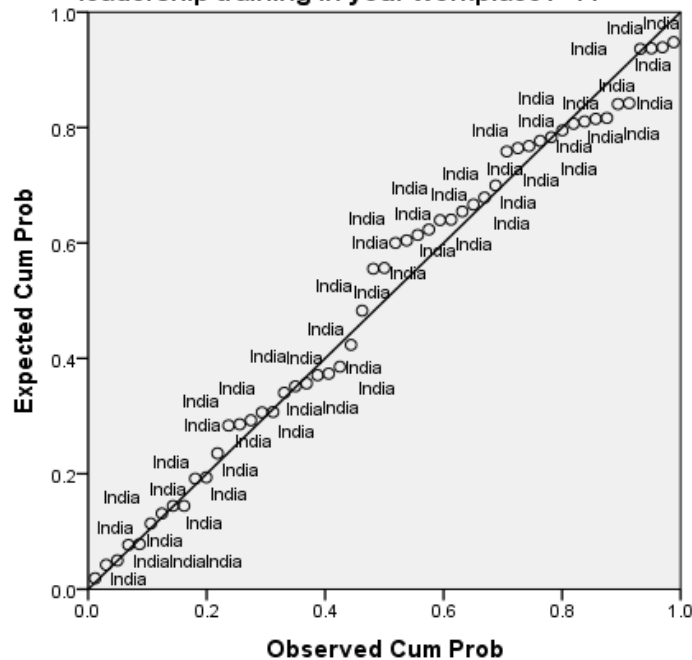

Fig 1. A: Normal P-P plot of the dependent variable
#1.4 Interpretation of Fig 1. A:
The primary purpose of a Normal P-P plot is to check whether the residuals in a regression model are normally distributed. The assumption of the residuals' normality is important for the validity of confidence intervals in linear regression and hypothesis tests (e.g., t-tests for coefficients and the F-test for the model). Aside from extreme variations, it is common for real data to exhibit some degree of variation that does not ideally meet an assumption of normality but does not seriously distort the model.

Select Cases for Japan:
Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.450ª	.203	.009	.8876	.203	1.044	9	37	.425

Table 2. a: Stats of Model Summary

This Model Summary table indicates that the regression model is not statistically significant as a whole (p-value = 0.425). So no one independent variable is satisfied for predictions in the case of selecting the people who are currently working in the country Japan.

Comparing Result: Cultural intelligence (CQ) and Cross-cultural leadership training are more prominent in the case of India than the compared countries like Japan. So H1 Hypothesis is satisfied in the case of India country.

5. Conclusion

In the end, it can be said that this study has explored the completely distinct leadership styles of Japanese and Indian managers within multinational corporations. The study made a comprehensive understanding of how cultural difference is a subject of concern when the matter comes to the leadership of cross-cultural teams and the management of such teams. By comparing the entirely different leadership styles of India and Japan, it has been revealed that in Japan, leaders emphasize collectivism, consensus-building, and long-term harmony. On the opposite side, Indian leadership basically focused on hierarchical structures as well as adaptive flexibility that has been rooted in diverse cultural contexts. One of the major outcomes of the study is that cultural Intelligence or CQ played a very significant role in bridging these differences. Having high CQ means leaders have a proper understanding, and respect, and are perfect at integrating diverse cultural values. Thus, they are accountable for enhancing not only communication but also collaboration and decision-making in cross-cultural domains. In cultural contexts, the ability to adapt leadership styles initially improves employee engagement; besides that, it also drives organizational success in the global business environment.

It has been highlighted in the study that for multinational corporations, it is necessary to develop CQ among leaders. Therefore, companies that thrive in international settings need to invest in training programs with a focus on fostering cultural awareness and intercultural skills. In this way, it is possible for leaders of cross-cultural teams to manage cultural complexities with proficiency. Apart from that, identifying the strengths of both Japanese and Indian management practices can pose a very big opportunity for the creation of more balanced and innovative leadership models. So, overall, the study sheds light on some crucial requirements of cross-cultural leadership. First of all, to handle a team where members belong to entirely separate cultures, one needs to have a deep understanding of cultural nuances and a commitment to adaptability. With cultivating Cultural Intelligence and integrating diverse management styles, it is much easier for many multinational corporations to create inclusive environments that promote the value of cooperation, productivity, and sustainable growth across borders.

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Appendix
Correlation Table
 Correlations

		Do you believe leadership style in your organization is influenced by cultural values? 2	How well do leaders in your organization adapt to cultural differences when managing international teams? 3	Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	Which leadership approach is more prominent in your organization? 5
Do you believe leadership style in your organization is influenced by cultural values? 2	Pearson Correlation	1	.312**	.102	-.047
	Sig. (2-tailed)		.002	.312	.645
	N	100	100	100	100
How well do leaders in your organization adapt to cultural differences when managing international teams? 3	Pearson Correlation	.312**	1	.293**	-.105
	Sig. (2-tailed)	.002		.003	.297
	N	100	100	100	100
Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	Pearson Correlation	.102	.293**	1	-.169
	Sig. (2-tailed)	.312	.003		.093
	N	100	100	100	100
Which leadership approach is more prominent in your organization? 5	Pearson Correlation	-.047	-.105	-.169	1
	Sig. (2-tailed)	.645	.297	.093	
	N	100	100	100	100
In your experience, how different are Japanese and Indian leadership styles in practice? 6	Pearson Correlation	-.033	-.139	-.209*	.300**
	Sig. (2-tailed)	.745	.168	.037	.002
	N	100	100	100	100
How often do leaders in your company show cultural awareness when making decisions? 7	Pearson Correlation	.060	.160	.131	-.240*
	Sig. (2-tailed)	.556	.113	.194	.016
	N	100	100	100	100

Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	Pearson Correlation	.084	.011	.051	-.199*
	Sig. (2-tailed)	.408	.912	.612	.047
	N	100	100	100	100
Does your organization provide training to develop cultural intelligence in leaders? 9	Pearson Correlation	.112	-.017	.110	-.007
	Sig. (2-tailed)	.268	.864	.276	.942
	N	100	100	100	100
Have you observed bias or ethnocentrism in leadership practices within your organization? 10	Pearson Correlation	.195	.239*	.111	-.047
	Sig. (2-tailed)	.051	.016	.273	.646
	N	100	100	100	100
Would you support initiatives to improve cross-cultural leadership training in your workplace? 11	Pearson Correlation	.125	.122	.012	-.159
	Sig. (2-tailed)	.215	.228	.906	.113
	N	100	100	100	100

Correlations

		In your experience, how different are Japanese and Indian leadership styles in practice? 6	How often do leaders in your company show cultural awareness when making decisions? 7	Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	Does your organization provide training to develop cultural intelligence in leaders? 9
Do you believe leadership style in your organization is influenced by cultural values? 2	Pearson Correlation	-.033	.060	.084	.112
	Sig. (2-tailed)	.745	.556	.408	.268
	N	100	100	100	100
How well do leaders in your organization adapt to cultural differences when managing international teams? 3	Pearson Correlation	-.139	.160	.011	-.017
	Sig. (2-tailed)	.168	.113	.912	.864
	N	100	100	100	100

Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	Pearson Correlation	-.209*	.131	.051	.110
	Sig. (2-tailed)	.037	.194	.612	.276
	N	100	100	100	100
Which leadership approach is more prominent in your organization? 5	Pearson Correlation	.300**	-.240*	-.199*	-.007
	Sig. (2-tailed)	.002	.016	.047	.942
	N	100	100	100	100
In your experience, how different are Japanese and Indian leadership styles in practice? 6	Pearson Correlation	1	-.441**	-.415**	.044
	Sig. (2-tailed)		.000	.000	.662
	N	100	100	100	100
How often do leaders in your company show cultural awareness when making decisions? 7	Pearson Correlation	-.441**	1	.492**	.072
	Sig. (2-tailed)	.000		.000	.477
	N	100	100	100	100
Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	Pearson Correlation	-.415**	.492**	1	.047
	Sig. (2-tailed)	.000	.000		.641
	N	100	100	100	100
Does your organization provide training to develop cultural intelligence in leaders? 9	Pearson Correlation	.044	.072	.047	1
	Sig. (2-tailed)	.662	.477	.641	
	N	100	100	100	100
Have you observed bias or ethnocentrism in leadership practices within your organization? 10	Pearson Correlation	-.008	.048	.187	.303**
	Sig. (2-tailed)	.940	.632	.062	.002
	N	100	100	100	100
Would you support initiatives to improve cross-cultural leadership training in your workplace? 11	Pearson Correlation	-.052	.145	.114	-.066
	Sig. (2-tailed)	.609	.149	.260	.513
	N	100	100	100	100

Correlations

		Have you observed bias or ethnocentrism in leadership practices within your organization? 10	Would you support initiatives to improve cross-cultural leadership training in your workplace? 11
Do you believe leadership style in your organization is influenced by cultural values? 2	Pearson Correlation	.195	.125
	Sig. (2-tailed)	.051	.215
	N	100	100
How well do leaders in your organization adapt to cultural differences when managing international teams? 3	Pearson Correlation	.239*	.122
	Sig. (2-tailed)	.016	.228
	N	100	100
Do you feel your organization's leadership promotes an inclusive and collaborative work environment? 4	Pearson Correlation	.111	.012
	Sig. (2-tailed)	.273	.906
	N	100	100
Which leadership approach is more prominent in your organization? 5	Pearson Correlation	-.047	-.159
	Sig. (2-tailed)	.646	.113
	N	100	100
In your experience, how different are Japanese and Indian leadership styles in practice? 6	Pearson Correlation	-.008	-.052
	Sig. (2-tailed)	.940	.609
	N	100	100
How often do leaders in your company show cultural awareness when making decisions? 7	Pearson Correlation	.048	.145
	Sig. (2-tailed)	.632	.149
	N	100	100
Do you believe cultural intelligence (CQ) is essential for leadership success in MNCs? 8	Pearson Correlation	.187	.114
	Sig. (2-tailed)	.062	.260
	N	100	100
Does your organization provide training to develop cultural intelligence in leaders? 9	Pearson Correlation	.303**	-.066
	Sig. (2-tailed)	.002	.513
	N	100	100
Have you observed bias or ethnocentrism in leadership practices within your organization? 10	Pearson Correlation	1	.307**
	Sig. (2-tailed)		.002
	N	100	100
Would you support initiatives to improve cross-cultural leadership training in your workplace? 11	Pearson Correlation	.307**	1
	Sig. (2-tailed)	.002	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).