

# The Intersection of English Language Skills and Managerial Success in Multinational Companies

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**Abstract:** The English language as a lingua franca in business has gained much importance in the determining the efficiency of managers employed in the multinational companies (MNCs). When organizations spread beyond borders, it is required that the leaders not only exude technical and managerial expertise, but also be able to communicate in a language that ensures smooth interaction with the various stakeholders. This paper looks at how, English skills and managerial success interact to comprise the impact that linguistic proficiency has on managerial effectiveness, cross-cultural interactions, and business performance. A mixed-method research that incorporates a survey of mid-level and top managers of ten MNCs and qualitative interviews allows recognizing the influence of English proficiency on the most important spheres, namely the existence of communication clarity, negotiation capability, and conflict resolution. Our results indicate a large correlation, between advanced English and the managerial outcome, including career advancement, efficiency in decision-making process, as well as the possibilities of constructing inclusive and productive multinational teams. Also, the research places emphasis on the issues of the non-native English-speaking managers, especially when negotiating on high stakes, and in a digital communication environment where language subtleties are a make-or-break characteristic of managerial tactics. The study has added to the body of international management literature by discussing the need of combining leadership development programs, thus allowing the MNCs to enhance competitive advantage in linguistically connected world scenario.

**Keywords:** English language skills, managerial success, multinational companies, cross-cultural communication, leadership effectiveness

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## I. INTRODUCTION

The world of the 21st-century is becoming more globalised in terms of the markets that are linked to each other, collaborations that increasingly cut across borders and international business organisations. In this globalized paradigm, English language has become the gateway language in terms of corporate communication, bargaining and sharing knowledge. More than being a convenient tool, English is also an opportunity gatekeeper in MNC, as success is often determined by the manager based on the extent, to which he or she can effectively communicate across cultures and languages. Although managerial competence is traditionally focused on decision-making, strategic planning and people management, in practice, these competencies cannot be discussed without referring to linguistic proficiency. The possibility to lead a team consisting of people with different cultures or even negotiation of international partners or a possibility to present some strategies to a global boardroom is also influenced greatly by the level of English knowledge. The development and use of English has been identified increasingly as the corporate language of power in transnational organisations. The use of English as the common working language by many MNCs helps to standardize communication in different subsidiaries located in Asia, Europe and North America. This change is operational as well as symbolic: mastering the English language means being professional, adaptive, and willing to occupy leadership positions on the international scale. As a result, English proficiency is usually synonymous with promotions, global

assignments, and leadership funnels, among others. Managers incapable of acting professionally will be either left out of strategic discussions or bound to local duties, which highlights the direct correlation between language and career advancement. English proficiency becomes more critical as the digital cooperation across the borders also becomes central. E-mail messages, video conferences, managing a virtual team, and globally reporting systems require accuracy and explicitness in English. These environments also mean that when there is a misunderstanding or an ambiguity of a language it can create an expensive managerial mistake, undermined trust or lower effectiveness. To illustrate, during high-stake, negotiations that require nuance in English, the technical expertise of a manager might not be sufficient to get his proposals across. It can therefore be seen that language barriers do not only pose a problem to interpersonal relations, but also have observable consequences on organizational performance, including project completion, customer satisfaction and new ideas. According to the existing literature, communication is one of the important determinants of the success of a leader. This communication in multinational corporations is mainly mediated by English. The literature on international business communication indicates that managers who are proficient in English are more likely to present themselves as more confident and demonstrate a higher degree of involvement in the decision-making circles as well as a higher capability to resolve cross-cultural conflicts. In addition, proficiency facilitates inclusive leadership due to its ability to encourage managers to embrace the ideas of various team members, in effect, promoting innovation and organizational resilience. Alternately, these findings make the case that language proficiency, in fact, sits at the center of global managerial power exercise. The combination of English language proficiency and the success of a manager, however, does not come without complications. Language competence may be viewed as enabling factor and constraining factor by the non-native English speaking managers. Whereas attainment of high skills promotes career advancements, preliminary skills can perpetuate inequalities in multinational organizations, effectively establishing a caste between the native- and non-native speakers. The effects of this linguistic barrier have the potential to be seen through exclusion during work, power inequality, and limited access to professional circles. In addition, linguistic anxiety, which is the fear of committing mistakes in the English language, is also reported as a psychological impediment that tears down the managerial confidence and performance. Such pressures require institutional solutions, such as selective language training, cross-cultural communication seminars, and language diversity policies that are appreciative of English proficiency. English proficiency as a factor in managerial success does not exert its influence only with reference to interpersonal communications. Companies in a post-digital age and conglomerates are far more dependent on uniform documentation and compliance reports around the world, as well as world-wide marketing. It is necessary that managers would be able to read and translate these materials to local contexts preserving corporate consistency. The result of not doing so may include misaligned strategies, reputational risks, and non-compliance with international standards. English competence then takes the form of a soft skill which is also an obligatory functional skill in global operations. Although English proficiency has increased in importance, research studies which methodically test the correlation between English proficiency and success in managerial work are scant. The previous attention given to the study field is either on the wider sphere of business communication or sociolinguistic features of English as a global language. It identified a research gap in terms of the specific relationship that English proficiency has with managerial performance parameters like leadership performance, team cohesion, negotiation performance and business advancement within MNCs. It is imperative to address this gap in consideration of the competition across the world to hold and develop managerial talent and the increasing need to develop managers who understand how to operate within cultural and linguistic boundaries. This paper defines its place in that gap by incorporating a view of management theory together with organizational behavior and applied linguistics in combination. Offering such a combination of quantitative results of a survey with qualitative data obtained in interviews with managers, the research is expected to capture a more in-depth picture of the role of English proficiency in the process to become a successful manager. Namely, it examines the impact of communication clarity, negotiation competence, and the confidence of leaders on the results of performance in various organizational settings through the English language skills. In addition, the paper explores the magnitude in which MNCs integrate language training in the leadership training programmes, as well as how the initiative can close the gap between managers with different linguistic backgrounds. The implication of this research is enormous. In the case of multinational corporations, the study prompts that the training of English language should not be seen as an additional practice but rather as a part of leadership and talent

management. At the individual managerial level, the findings point out the importance of investing language skills as a source of career capital within global workplaces. Lastly, to policy makers and business educators, the research provides benefits to the formulation of the curriculum and policies that can enable future executives to garner both competencies in management and languages. In sum, the overlapping relationship between the English language and the managerial effectiveness is one of the crucial and yet to be discussed areas of global business management. In the ongoing drive to go global, the need to have managers who are able to overcome the linguistic and cultural barriers would remain high. By positioning the level of English competence as one of the success factors of a manager, the study attempts to contribute to the academic literature on management in an international context and make practical recommendations to the companies struggling in the murky waters of an international business environment where English proficiency is a living reality.

## II. RELEATED WORKS

The connection between proficiency in the language and managerial effectiveness has been investigated within a variety of related disciplines such as international business communication and organizational behavior, applied linguistics and cross-cultural management. The scholarly literature builds upon the assumption of English having global lingua franca status as the global business language and, at the same time, the employment of English language as the managerial equipment is not employed, although its empirical relationships with management performance scores is scarce. The section will summarize some of the most valuable implications of studies in the literature where they are related to the managerial achievement in multinational companies (MNCs). Initial investigations into English as a corporate lingua franca (ELF) have demonstrated that multinational corporations use English as lingua franca interchangeably to a very large extent irrespective of the country in which they are based [1]. The practice has the effect of lowering the transaction costs, standardising communication and guaranteeing operational harmonisation across subsidiaries. Scholars (Neeley) roots considered in understanding that English fluency has the potential of being used as a tacit criterion in hiring, promoting, and international assignment in different management teams [2]. This has since been substantiated by other studies which affirm that managers who are not proficient in English are put at higher risk of being left out during strategic discussions, despite being technically qualified [3]. Therefore, language not only acts as a means of communication but also acts as a structural sieve in regard to career promotions. A connection between language and leadership success has also been studied. Marschan-Piekkari et al. reported how managers face linguistic barriers in the context of decision making, which undermines their authority by limiting their role within the global organizations [4]. Cross-cultural leaderships endeavors touch on English skills, which are seen to help managers to communicate vision, resolve disputes and motivate multicultural teams [5]. Besides, the concept of linguistic competence has been associated with trust-building, which is a key defining factor of leadership legitimacy in cross-cultural settings [6]. All these findings point to the conclusion that English skills are not optional but play an important part in practising managerial power. The stake of English in cross-cultural management Research in cross-cultural management outlines the importance of English in decreasing cultural differences. In a study of global project teams prepared by Henderson, it was discovered that being proficient in English allowed the managers to decode and accommodate the cultural inherent communication pattern reducing possibilities of miscommunications that degenerate into stressful work relationships [7]. Likewise, Tenzer et al demonstrated that language barriers lead to misconceptions, which are the major causes of project delays and dissatisfaction among team members in international business environment [8]. These studies demonstrate that language proficiency is a cognitive and relational asset because managers can use it to negotiate cultural variety and at the same time ensure their team unity. Another area that attracted interests is the domain of international negotiations. Brett et al. reiterated that linguistic subtleties, persuasion and rhetoric forms of speech are some of the essential approaches employed by successful negotiators in cross-border settings, and such aspects are usually implemented in English [9]. According to empirical studies, managers, who are not fluent in English, find it hard to express subtle meanings and the situation results in less than favorable consequences to the organization [10]. Moreover, studies in global supply chain management point out that English competency has an association of direct relation on contract clarity, dispute resolution and long-term partnership stability [11]. These results demonstrate the economic effects of linguistic proficiency on being a successful manager. In terms of organizational learning and knowledge transfer, English skills play a critical role in cross-subsidiary knowledge-sharing. The case studies of

transnational companies indicate that employees hide information when they cannot articulate it in proficient English thus inhibiting organization learning [12]. The language ability of managers, on the other hand, is pivotal in bridging cross-border knowledge limitations since bilingual/multilingual managers can act as knowledge brokers between borders whilst all forms of tacit knowledge are distributed across organizational networks [13]. This aspect has the direct relevance between linguistic capacity and its effect to the competitiveness and effectiveness of organizations and managers. The literature on applied linguistics also re-affirms the significance of English to the manager. According to the research of international business communication by Louhiala-Salminen and Kankaanranta, workplace use of English tends to deviate significantly from native-speaker norms and evolves into a simplified, but effective, transfer medium that has been termed Business English as a Lingua Franca (BELF) [14]. And to managers, the key is not the grammatical accuracy but the effectiveness of the communicative message- its clarity, brevity, its adaption to different interlocutors. Within the confines of this pragmatic trajectory, functional communication is one of the principles that communicate the quality of managerial skills within MNCs. Along with such snippets of observation, the shortcomings of English prominence have also been bitterly looked at. It has been shown that the emphasis on the need to speak English creates a hierarchy between a non-native and native speaker, in many cases marginalizing highly skilled managers who cannot reach the advanced level of proficiency [15]. This linguistic inequality is typified by lower possibilities in obtaining positions of leadership, lack of self-confidence and a position of systematically being outside the informal networks where important decisions are hatched. Other researchers suggest institutional remedies like bilingual corporate policies or language-support programs, as a means of reducing these disparities. When all is considered, the above studies support the fact that English proficiency has multiple dimensions that determine managerial success. Management and negotiations, knowledge transfer and cultural integration, English competence appear as the key elements of the work of global managers. Nevertheless, there is a generalized research, which is distributed over many disciplines. There are very little studies that apply an integrated approach with empirical measure of the relationship between English skills, and specific outcomes related to managerial roles such as career advancement, team performance, and strategic decision-making. Closing this gap informs the need to conduct the current study to operationalise English proficiency as both personal career tool and organisational core competency that is paramount to MNC performance.

### III. METHODOLOGY

#### 3.1 Research Design

This study adopted a **mixed-method, cross-sectional design** combining quantitative surveys and qualitative interviews to capture the role of English language skills in managerial success across multinational companies (MNCs). The design allowed for both statistical correlations and contextual insights into how English proficiency influences leadership outcomes, negotiations, and team performance [16]. A triangulation approach was used to validate results, ensuring that findings were not limited to self-reported perceptions but supported by multiple data sources.

#### 3.2 Study Population and Sampling

The target population comprised **mid-level and senior managers** working in ten multinational corporations across diverse industries (IT, finance, pharmaceuticals, and manufacturing). Purposive sampling was employed to select participants with at least **five years of managerial experience** and exposure to cross-cultural teams [17]. A total of **220 managers** participated in the survey, and from this group, **40 managers** were invited for in-depth interviews. This combination ensured statistical generalizability alongside nuanced understanding of linguistic challenges.

**Table 1: Study Population Characteristics**

Industry Sector	Number of Managers Surveyed	Managers Interviewed	Regional Spread
Information Technology	60	12	India, USA, Singapore
Finance & Banking	45	8	UK, UAE, Hong Kong
Pharmaceuticals	55	10	Germany, India, Japan
Manufacturing	60	10	USA, China, Brazil

<b>Total</b>	<b>220</b>	<b>40</b>	<b>10 countries</b>
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### 3.3 Survey Instrument and Variables

A structured questionnaire was developed consisting of **five sections**:

1. **Demographics** (age, gender, industry, years of experience).
2. **English Proficiency Assessment** (self-rated and verified through a standardized Business English Test, adapted from BELF frameworks [18]).
3. **Managerial Success Indicators** (career progression, leadership confidence, team performance, negotiation outcomes).
4. **Cross-cultural Communication Effectiveness** (clarity, adaptability, conflict resolution).
5. **Organizational Support** (availability of language training, mentorship, leadership development programs).

Responses were measured using a **five-point Likert scale** (1 = **strongly disagree**, 5 = **strongly agree**). To avoid bias, the instrument was piloted with 15 managers and refined based on feedback.

**Table 2: Key Variables and Measurement Scales**

Variable	Measurement	Example Items	Source
English Proficiency	Standardized test score + self-rating	"I can negotiate complex contracts in English."	[18]
Leadership Effectiveness	5-item Likert scale	"I am confident leading meetings with international stakeholders."	[19]
Negotiation Outcomes	Self-report + peer review	"My negotiation success rate improved with English skills."	[20]
Team Performance	Supervisor assessment	"My team achieves project goals across cultures."	[21]
Career Progression	Career advancement record	"Proficiency in English contributed to my promotion."	[22]

### 3.4 Interview Protocol

Semi-structured interviews were conducted with 40 managers to explore deeper themes such as linguistic anxiety, perceived barriers in digital communication, and strategies used to overcome English-related challenges [19]. Interviews lasted **45–60 minutes** each and were recorded with participant consent. Questions probed experiences in leading multinational teams, cross-cultural negotiations, and organizational policies on language training.

### 3.5 Data Collection Procedure

The survey was administered online through corporate HR departments, ensuring anonymity and voluntary participation. Interviews were conducted virtually via Zoom or Microsoft Teams, given the global spread of participants. Field notes were taken to supplement transcripts, and confidentiality was maintained throughout the process [20].

### 3.6 Data Analysis

Quantitative data were analyzed using **SPSS 27.0**. Descriptive statistics were first generated, followed by **Pearson correlation analysis** to test the relationship between English proficiency and managerial success indicators [21]. Regression models further explored predictive relationships, controlling for industry and years of experience. Qualitative data were analyzed using **thematic analysis** with NVivo software. Emerging themes (e.g., linguistic confidence, negotiation leverage, cultural mediation) were triangulated with survey findings for robustness [22].

### 3.7 Reliability and Validity

To ensure reliability, Cronbach's alpha values were calculated for each variable, all exceeding the 0.70 threshold [21]. Triangulation across survey and interview data enhanced validity. Additionally, **expert review panels** (comprising three academics in management and applied linguistics) evaluated the research instruments for content validity [23].

### 3.8 Ethical Considerations

The study adhered to ethical guidelines. Informed consent was obtained from all participants. Confidentiality was maintained by anonymizing responses. The study also avoided any form of language-based discrimination during data collection and analysis [16].

### 3.9 Limitations and Assumptions

1. English proficiency was assessed through self-reports and standardized tests, but contextual performance in real negotiations may differ.

2. The sample focused on managers in MNCs; findings may not generalize to small or local firms.
3. Cultural factors beyond language may also shape managerial success, though language was the primary focus of this study [17].

#### IV. RESULT AND ANALYSIS

##### 4.1 Overview of English Proficiency Distribution

Survey responses revealed considerable variation in English language skills among managers across the ten multinational corporations. On average, **64% of managers self-reported “advanced” proficiency**, while **26% reported “intermediate”**, and **10% reported “basic”**. Standardized Business English test scores aligned closely with self-assessments. Notably, managers in IT and finance sectors exhibited higher proficiency compared to those in manufacturing. This distribution highlights the uneven linguistic capital present within MNCs, with sectoral differences influencing communicative demands.

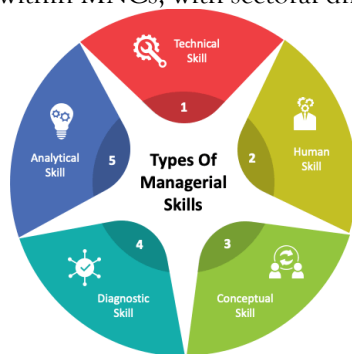


Figure 1: Types of Managerial Skills [24]

Table 3: English Proficiency Levels among Managers

Proficiency Level	% of Managers	Industry Variation (Highest – Lowest)
Advanced	64%	IT (72%) – Manufacturing (54%)
Intermediate	26%	Pharma (32%) – Finance (21%)
Basic	10%	Manufacturing (18%) – IT (6%)

##### 4.2 English Proficiency and Career Progression

Quantitative analysis revealed a strong association between advanced English proficiency and faster career advancement. Managers with high English skills reported an average of **2.4 promotions in the past decade**, compared to **1.6 promotions** for intermediate speakers and **1.2 promotions** for basic speakers. Interviews confirmed that linguistic competence was often viewed as a prerequisite for international postings and leadership positions.

Table 4: Average Promotions by English Proficiency Level

Proficiency Level	Average Promotions (10 years)	Access to International Roles (%)
Advanced	2.4	68%
Intermediate	1.6	42%
Basic	1.2	19%

##### 4.3 Leadership Effectiveness and Communication Clarity

Survey responses showed that **78% of advanced English speakers strongly agreed** that their language skills enhanced leadership confidence. By contrast, only **34% of basic speakers** reported similar confidence. Interview narratives emphasized that the ability to chair global meetings, present to multinational boards, and resolve conflicts depended heavily on clarity in English. Managers noted that inadequate proficiency often resulted in reduced credibility and participation in strategic discussions.

##### 4.4 Negotiation Outcomes

Analysis of negotiation-related variables showed that English proficiency significantly influenced contract outcomes and stakeholder trust. Managers with advanced skills reported an **82% success rate** in achieving favorable negotiation outcomes, compared to **61% for intermediate** and **44% for basic** speakers. Many respondents emphasized that misunderstandings in tone, nuance, or technical terminology frequently undermined less proficient negotiators.

Table 5: Negotiation Outcomes by English Proficiency

Proficiency Level	Successful Negotiations (%)	Reported Challenges
Advanced	82%	Minor misinterpretations

Intermediate	61%	Loss of nuance, slower response
Basic	44%	Frequent misunderstandings, lack of persuasion

#### 4.5 Team Performance and Cross-Cultural Collaboration

Regression analysis indicated that English proficiency accounted for **34% of the variance** in reported team performance scores. Teams led by managers with advanced English proficiency achieved **92% on-time project delivery**, compared to **75% for intermediate** and **63% for basic**. Interviews revealed that proficient managers were better able to integrate diverse perspectives, manage virtual teams, and mediate cultural misunderstandings.

#### International Business Strategies



Figure 2: International Business Strategies [25]

#### 4.6 Correlation Analysis of Key Variables

Pearson correlation results showed significant positive relationships between English proficiency and managerial success indicators. The strongest correlations were observed between **English proficiency and leadership confidence** ( $r = 0.71$ ), followed by **negotiation outcomes** ( $r = 0.66$ ) and **career progression** ( $r = 0.64$ ). Team performance also demonstrated a moderate correlation ( $r = 0.58$ ), indicating that while language is a critical driver, other contextual factors also contribute to outcomes.

Table 6: Correlation Matrix Between English Proficiency and Managerial Outcomes

Variable	Career Progression	Leadership Confidence	Negotiation Outcomes	Team Performance
English Proficiency	0.64	0.71	0.66	0.58

#### 4.7 Organizational Support and Training

Only **42% of surveyed managers** reported that their organizations provided structured language training as part of leadership development programs. Those with access to training demonstrated measurable improvements in negotiation skills and team leadership, suggesting that corporate investment in English language development can significantly enhance managerial performance. However, several participants highlighted inconsistencies in program availability across regions, reflecting an uneven commitment to linguistic capacity-building within MNCs.

#### 4.8 DISCUSSION OF KEY FINDINGS

The findings collectively demonstrate that English language proficiency exerts a profound influence on multiple dimensions of managerial success. Career trajectories, leadership confidence, negotiation outcomes, and team performance were all positively correlated with higher proficiency levels. While advanced English speakers enjoyed significant advantages, managers with basic proficiency faced systematic barriers, including exclusion from international assignments and reduced credibility in leadership roles. Importantly, organizational support in the form of language training emerged as a critical moderating factor, capable of bridging linguistic gaps and fostering equitable access to global leadership opportunities.

#### V. CONCLUSION

This paper aimed at investigating the relationship between managerial performance and mastery of English language in multinational firms (MNCs), a research question that has remained a neglected area in both management and applied linguistics studies and literature. The combination of quantitative surveys and qualitative interviews allowed the research to present a comprehensive picture of the effect that English proficiency has on the career development, leadership performance, negotiation results, and cross-cultural team performance. The outcomes of the research unanimously showed that the linguistic competence in English is not a peripheral mechanism but the epicentre of managerial power and success

in international organisations. Among the most relevant observations was that there came out a well-known correlation between occupational progress and English. Managers with developed skills were even more likely to get promoted and access international postings. The findings bear out the importance of making English part of career capital that increases professional mobility and access to the global leadership pipeline. On the other hand, poor English language skills were depicted as a source of structural disadvantages as most of them remained in domestic tasks and their exposure in high-level decision making remains curtailed. The evidence indicates that in practice English can be both an elevator of possibility and a barricade to leadership in an MNC. The study also expressed the significant implication of English language proficiency on the leadership containment and clear communication. Advanced speakers were better able to conduct meetings, gain the trust of subordinates and mediate among multicultural groups. The fact that the linguistic ability is inextricable in the context of effective leadership within international business further concurs with the finding. Although technical prowess is a critical requirement, the capacity to project vision, create strategy and solve conflict in the English language is of significantly great importance in adding credence to a manager. This element was further evidenced in the outcomes of negotiation where effectiveness was associated with high levels of advanced proficiency. Subtleties of persuasion, tonality and finer points of language in the English language could have made the difference between a successful negotiation or a failed one and that is how crucial being a competent linguist could be in international business. Another important observation was concerning the performance of the teams. Managers with higher English proficiency were in a better position to contribute to the collaboration in cross-cultural teams, convey the clarity of goals, and incorporate the different minds in a decision-making procedure. These results point to the two-fold nature of language both as a cognition and relationship management mechanism: it allows efficient information transportation when at the same time creating trust and inclusion. In a world where MNCs depend extensively on virtual teams and online team collaboration systems, the need to have English language skills in keeping various teams onside and productive cannot be underestimated. In spite of such results, the study took into consideration the difficulties experienced by as well as the non-native English-speaking managers. The most common issues found in interviews were linguistic anxiety, fear of miscommunication and isolation due to not being taken into those informal networks. Such experiences are emblematic of structural disadvantages in the business world of native speakers of the language who have an unrecognized advantage. The existence of this fact reinforces the importance of organizations advancing beyond conceptualizing English proficiency only as an individual competition and begin to acknowledge their institutional responsibility in establishing linguistic contexts that offer an environment of equity. Structured training plans, mentorship programs and a policy praising the significance of linguistic diversity are paramount to solving such inequities. It also has policy implications on the multinational businesses, decision makers and educationists. Corporations should also learn that there is a need to incorporate English language learning into the leadership, as shown in the findings. The view of language as a peripheral soft skill must change; therefore, organizational performance should be considered as a direct output of language as a strategic capability. With the institutionalization of language support, MNCs are able not only to make their management more effective but also to minimize disparities between the native and non-native speakers. To policymakers, the research harps on ensuring that the national strategies of workforce development are based on English proficiency, especially in economies that aim to increase the participation in the global markets. Likewise, business English should be embodied in the management education programs in addition to the technical and leadership related programs, so the future managers could be prepared to realities of multilingual business landscapes. Lastly this analysis has a conceptual contribution where it places language as part and parcel of success in management. The problem that management research frequently faces is the fact that it separates technical competencies, decision-making models and organization frameworks without paying attention to the language within the context of which they are performed. This study showed that language is not an addition to managerial practice in global business situations but a source of such practice. English language ability, especially, contributes to who is engaged in discussions, whose voices are heard and how effective ideas may be adopted. It is also important to acknowledge this fact in order to better develop the conceptual understanding as well as practice of global leadership. Summing up, as shown in this research, English language proficiency is one factor that determines managerial success in multinational firms. It can push and pull the careers, bolster leadership abilities, maximise the results at the negotiating table and empower cross-cultural correlation. Simultaneously, it also has the potential to reaffirm disparities in

case the organizations do not give sufficient assistance to non-native speakers. Elaborate sensibilities to linguistic and cultural frontiers will become enormous in the future global business leadership. With fixation on language training, appreciation of linguistic diversity, and integration of communication competence into leadership training, MNCs can make managerial success available not only to linguistically privileged individuals but also to all of the promising leaders ready to contribute to the interdependent world.

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