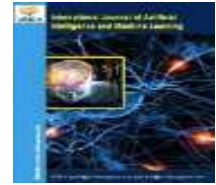




International Journal of Artificial Intelligence and Machine Learning

Publisher's Home Page: <https://www.svedbergopen.com/>



Research Paper

Open Access

Intercultural Management and Social Performance: A Review of the Literature

DRIOUCH, M.¹, CHAREF, F.², EL KOTBI, M.³

¹Ph.D. candidate and researcher in Economics and management at Ibn Tofail University, Faculty of Economics and Management in Kenitra, Laboratory of Economic and Public Policy Sciences. E-mail: malika.driouch@uit.ac.ma

²Professor at Ibn Tofail University, Faculty of Economics and Management in Kenitra, Laboratory of Economic and Public Policy Sciences, E-mail: fatima.charef@uit.ac.ma

³Associate Professor, Ibn Zohr University. E-mail: elkotbi.mohamed9@gmail.com

ABSTRACT

Today, the importance of intercultural management and social performance in organizational success continues to grow. These two dimensions have become essential pillars in addressing the challenges posed by globalization and the cultural diversity of the workforce. This implies that the ability to manage intercultural differences and ensure high-quality social relations constitutes a genuine foundation for improving internal cohesion, stakeholder satisfaction, and organizational legitimacy.

The objective of this article is to examine how intercultural management contributes to enhancing the social performance of organizations. Hence, the central research question is as follows: To what extent does intercultural management foster the improvement of organizational social performance?

To address this question, we conducted a theoretical study based on a literature review of the main theories and approaches to intercultural management as well as the indicators of social performance. A careful analysis of the theoretical data led us, on the one hand, to observe that the recognition and valorization of cultural differences play a key role in fostering positive social relations and organizational climate. On the other hand, it revealed that improving specific indicators of social performance — notably inclusion, employee satisfaction and engagement, corporate reputation, and social responsibility — requires effective intercultural management, reflected in adaptive, inclusive practices that leverage cultural diversity within organizations.

Keywords: Intercultural management, social performance, cultural diversity, organizational inclusion, social relations, organizational climate.

Introduction

In the context of globalization and increased economic openness, contemporary companies face major challenges related to managing cultural diversity and meeting the social expectations of their stakeholders. These challenges have gradually placed intercultural management and social performance at the heart of organizational concerns, as they are seen as strategic drivers of internal cohesion, innovation, and external legitimacy (Hofstede, 1991; Meier, 2024; Barmeyer et al., 2012).

Intercultural management, as a set of practices aimed at recognizing, understanding, and valuing cultural differences within organizations, serves as an essential platform for promoting inclusion, improving the quality of social relationships, and strengthening the social legitimacy of companies (Hall, 1976; Trompenaars & Hampden-Turner, 2012; Barmeyer & Franklin, 2016). Social performance, defined as an organization's ability to effectively meet internal and external social expectations (Capron & Quairel-Lanoizelée, 2007; Gond & Igalens, 2014), is measured through indicators such as employee engagement, inclusion, reputation, and social responsibility.

In light of these considerations, the central question of our research is as follows: To what extent does intercultural management contribute to improving the social performance of organizations?

Is it simply a functional adaptation to cultural differences, or is it a qualitative dynamic that promotes more inclusive and socially responsible organizational practices?

To shed light on this question, we adopt a methodological approach based on an in-depth review of the literature, aimed at gathering, synthesizing, and enriching existing scholarly debates surrounding these two concepts. The goal is to identify the role of intercultural management in building sustainable social performance, to analyze the interactive links between cultural diversity as an explanatory variable and social performance as an explained variable, and then to propose a theoretical framework that sheds light on the possible synergies between these two dimensions.

The first section of this study presents the concept of intercultural management, its determinants, and its main theoretical models. This is followed by a second section that explains the concept of social performance, its indicators, and its organizational implications. Finally, the third section describes the methodological approach adopted, summarizes the hypotheses derived from the literature, and discusses the main theoretical insights resulting from the analysis.

1. A Review of Intercultural Management in the Literature

1.1. An Overview of the Intercultural Dimension

In the scientific literature, intercultural management remains a multidimensional and constantly evolving concept (Barmeyer & Franklin, 2016). Studying it requires a careful selection of approaches in order to define its conceptual boundaries (Meier, 2024). As with entrepreneurship, its definition varies depending on the issue at hand: some authors view it as a strategic competency for managing cultural diversity within organizations (Hofstede, 1991; Trompenaars & Hampden-Turner, 2012), while others see it as a process of organizational learning aimed at developing inclusive behaviors (Barmeyer, 2012).

Our focus in this study is to analyze the concept from an organizational and social perspective, highlighting its effects on the quality of social relationships and internal cohesion. From this perspective, intercultural management can be defined as the set of practices and competencies employed to effectively manage teams and interactions marked by cultural differences, with the aim of improving social and organizational performance (Hall, 1976; Meier, 2024). To define this concept, we adopt the definition that it constitutes a dynamic process centered on contextual determinants, organizational actors, and operational practices (Barmeyer & Franklin, 2016).

1.2. The Determinants of Intercultural Management:

It is essential to clarify here the key concepts used in this section: culture, intercultural management, and its determinants.

- Culture is defined as “the collective programming of the mind that distinguishes the members of one group from those of another” (Hofstede, 1991). It shapes individuals’ behaviors, values, and expectations at work.
- Intercultural management refers to an organization’s ability to take these cultural differences into account and use them as a driver of performance.
- Its determinants include (Barmeyer & Franklin, 2016; Trompenaars & Hampden-Turner, 2012):
 - o individuals’ values and beliefs;
 - o the diversity of managerial practices;
 - o organizational structures and their flexibility;
 - o inclusion and training policies;
 - o the institutional and legal context (Meier, 2024).

These determinants interact within a given organizational and regional environment, influencing a company’s ability to manage cultural diversity. Thus, a supportive organizational environment, characterized by openness and intercultural learning, fosters social cohesion, innovation, and performance (Hall, 1976; Hofstede, 1991).

1.3. The Main Theoretical Models:

Several models can be used to analyze intercultural management; they are grouped into three broad approaches (Meier, 2024; Barmeyer & Franklin, 2016): context, actor, and process, echoing Danjou’s (2002) approaches to entrepreneurship.

Contextual Approach

This approach draws on models such as:

- the theory of cultural distances (Hofstede, 1991): cultural dimensions such as power distance, collectivism/individualism, masculinity/femininity, etc.;
- Hall’s (1976) work on high/low context and time management;
- the organizational ecosystem (Barmeyer, 2012), which describes organizational culture as an interactive environment that influences managerial practices.

It emphasizes that the success of intercultural management depends heavily on local institutional, organizational, and cultural conditions.

Actor-Centered Approach

It views the manager as a key actor, equipped with specific intercultural competencies: cultural awareness, flexibility, empathy, and adapted communication (Trompenaars & Hampden-Turner, 2012; Meier, 2024).

This approach emphasizes the role of leaders in mediating cultural differences and fostering an inclusive social climate.

Process-Based Approach

This approach views intercultural management as a dynamic process of learning and organizational transformation (Barmeyer & Franklin, 2016). It is not limited to conflict management but aims to create synergies by integrating cultural diversity into everyday practices (Erin Meyer, 2014).

This process involves: cultural assessment, training, adaptation of HR practices, inclusive communication, and evaluation of social impacts.

Approaches	Contribution	Main Authors
Background	The contextual approach draws on theories of cultural distance, institutional contexts, and organizational ecosystems to analyze the impact of cultural differences and local conditions on social performance.	Hofstede (1991); Hall (1976); Barmeyer (2012); Meier (2024); Trompenaars & Hampden-Turner (2012).
Actor	This approach views the manager or leader as a key player, equipped with intercultural skills and capable of promoting inclusive practices, strengthening social cohesion, and improving social performance.	Trompenaars & Hampden-Turner (2012); Meier (2024); Erin Meyer (2014); Barmeyer & Franklin (2016).
Process	Intercultural management is viewed as a dynamic process of organizational learning that integrates cultural diversity into everyday practices to strengthen inclusion, social responsibility, and legitimacy.	Barmeyer & Franklin (2016); Erin Meyer (2014); Gond & Igalens (2014); Capron & Quairel-Lanoizelée (2007).

A thorough review of the literature shows that intercultural management is a key factor in the quality of social relations and the legitimacy of multinational companies, particularly when it is integrated into an appropriate organizational strategy. By fostering mutual understanding, cooperation, and inclusion, it contributes to organizations' social performance and, by extension, to their competitiveness in the host country (Barmeyer & Franklin, 2016; Meier, 2024). These theoretical approaches thus help us understand how context, actors, and organizational processes interact to transform cultural diversity into an organizational asset.

2. Social Performance of Organizations: An Attempt to Prioritize Its Measurement Indicators

In management science, social performance refers to an organization's ability to meet the social and societal expectations of its internal and external stakeholders and to have a positive impact on its human and institutional environment (Capron & Quairel-Lanoizelée, 2007; Gond & Igalens, 2014). Unlike economic performance, it is not limited to financial results but includes dimensions such as the quality of social relations, inclusion, employee well-being, and societal responsibility.

In the literature, several approaches have been proposed to measure and evaluate the social performance of organizations. These approaches can be grouped according to two levels of analysis: the individual level (focused on employees and internal stakeholders) and the organizational/regional level (focused on the overall effects on society and the host region).

Individual Level: Employee Well-Being and Engagement

At this level, social performance is often associated with the quality of internal relationships and employee satisfaction. Several indicators are cited in the literature:

- Employee satisfaction and engagement (Roberson, 2006; Jonsen et al., 2011): measured through internal surveys on motivation, morale, and commitment to work.
- Workplace climate and cohesion (Trompenaars & Hampden-Turner, 2012): assessed through the quality of hierarchical relationships, the degree of trust, and the perception of fairness.
- Inclusion and diversity (Cox & Blake, 1991): measured by indicators of representation, minority participation, and sense of inclusion.

This approach holds that an organization's social performance depends first and foremost on its ability to create an inclusive and harmonious work environment, which serves as a source of motivation and effectiveness for employees.

Organizational/Regional Level: Social Responsibility and Legitimacy

At a broader level, social performance is reflected in the organization's contribution to society and its host community. Among the indicators used are:

- Corporate social responsibility (CSR) (Carroll, 1991): assessed through actions that benefit the community, the environment, and human rights.
- Reputation and social legitimacy (Brammer et al., 2012): measured by the perceptions of external stakeholders (customers, the community, and public authorities).
- Impact on the host community (Hall, 1976; Barmeyer & Franklin, 2016): in terms of the economic inclusion of local populations, partnerships with local stakeholders, and contribution to social cohesion.

The combined use of these indicators reflects a commitment to assessing social performance from an

integrative perspective, taking into account both internal and external stakeholders.

In conclusion, the literature review shows that social performance is a complex and multidimensional concept that cannot be captured by a single indicator. A combination of qualitative and quantitative indicators, addressing both employee well-being and the organization's responsibility toward society, is necessary to assess it effectively.

3. Developing a Critical Analysis of Our Theoretical Framework

Intercultural management is now recognized as an important field of study for understanding how organizations manage cultural diversity, but it remains characterized by the heterogeneity of its approaches and the absence of a unified theoretical framework (Barmeyer & Franklin, 2016; Meier, 2024). The literature highlights that intercultural management is sometimes viewed as an individual competency (Hofstede, 1991; Trompenaars & Hampden-Turner, 2012), sometimes as an organizational process, and sometimes as a strategic tool for managing cultural differences. This diversity of definitions reflects conceptual ambiguity and makes it difficult to operationalize intercultural management in empirical research.

Similarly, the social performance of organizations remains a multidimensional concept that is still emerging and lacks standardized indicators (Capron & Quairel-Lanoizelée, 2007; Gond & Igalens, 2014). Although it has gradually gained visibility with the rise of social and societal concerns, it is addressed in the literature from a wide variety of perspectives: quality of life at work, inclusion, social relations, social responsibility, and territorial legitimacy. These different dimensions make it complex to measure social performance and to compare results across studies.

The literature review also reveals that the interactions between intercultural management and social performance have yet to be systematically explored. Although some studies suggest that effective intercultural practices promote inclusion, employee well-being, and social cohesion (Roberson, 2006; Jonsen et al., 2011), this research remains fragmented, often limited to case studies, and does not allow for the development of a general framework. Furthermore, the diversity of cultural, organizational, and institutional contexts makes it difficult to generalize the findings.

Another limitation lies in the lack of standardized indicators that would allow for a comprehensive assessment of the effects of intercultural management on social performance. While some authors emphasize qualitative indicators such as organizational climate or a sense of inclusion (Trompenaars & Hampden-Turner, 2012), others favor more comprehensive measures such as external reputation or corporate social responsibility (Carroll, 1991; Brammer et al., 2012). This lack of methodological consensus limits the comparability and robustness of empirical results.

Finally, the literature tends to overlook the importance of contextual specificities in the relationship between intercultural management and social performance. The nature of the actors, national culture, the size and industry of organizations, as well as the institutional framework in which they operate, strongly influence the effects of intercultural practices on social performance, yet are rarely explicitly incorporated into theoretical models.

In summary, this critical analysis shows that research on intercultural management and social performance is still characterized by:

- a vague and multidimensional conceptualization of the two concepts;
- a lack of integrative and comparative studies;
- a lack of standardized indicators and robust methodological frameworks;
- insufficient consideration of the specific contexts in which the relationship between intercultural management and social performance takes place.

In this context, our research reflects on these previous studies while aiming to address some of these gaps, particularly by clarifying the mechanisms through which intercultural management contributes to social performance and by identifying the most relevant indicators for evaluating its effects.

4. The Impact Relationship Between Intercultural Management and the Social Performance of Organizations

4.1. Methodological Framework

The methodology of this research is based on an in-depth literature review of recently published theoretical and empirical articles, with the aim of exploring the relationship between intercultural management and the social performance of organizations. This approach is consistent with the methodological recommendations of Easterby-Smith et al. (2002), who view a systematic review as an essential step in establishing a field of research. It helps clarify the theoretical and conceptual content of the field under study, while contributing to the development of a solid analytical framework (McCutcheon & Meredith, 1993).

Identical classification procedures have been employed in systematic reviews within the fields of management science and education in particular—to organize heterogeneous bodies of evidence based on methodological characteristics, measurement practices, and unresolved research gaps (Raji et al., 2025b). The literature review was conducted using academic search engines and platforms such as Google Scholar, ScienceDirect, Springer, Cairn, and IMIST. The keywords selected for the database search were: intercultural management, social performance, cultural diversity, organizational inclusion, social relations, and

organizational climate. These terms capture the essential dimensions of the research question and reflect the diversity of approaches addressed in the literature.

Furthermore, the methodological diversity and gaps in the evidence base particularly in the fields of education and management, which are themselves heterogeneous (Raji et al., 2025a). To ensure the relevance of the sources, the articles were selected based on several criteria: the quality of their indexing, their alignment with the research question, their methodological rigor, and their publication date. The period covered by the research spans from 2003 to 2024, allowing for the inclusion of both classical theoretical foundations and more recent contributions on cultural diversity and organizational inclusion in managerial practices. This research follows a systematic literature review approach based on the PRISMA 2020 process, which provides a globally recognized framework for the identification, selection, eligibility assessment, and synthesis of evidence from research in both management and education (Bouargane et al., 2024).

At the conclusion of this initial stage, more than 40 scholarly articles were identified. After an in-depth analysis based on their relevance to the research objectives, 25 articles were selected to form the theoretical and conceptual foundation of this study. These publications cover a variety of organizational contexts and highlight the impact of intercultural management on the social dimensions of organizations, particularly the quality of social relationships, the organizational climate, and overall social performance.

This methodological approach thus offers an integrative view of existing research, with the aim of identifying the main theoretical and empirical findings, highlighting emerging trends, and proposing a conceptual model that highlights the interactions between cultural diversity, intercultural management, and social performance.

4.2. The Theoretical Framework of the Research

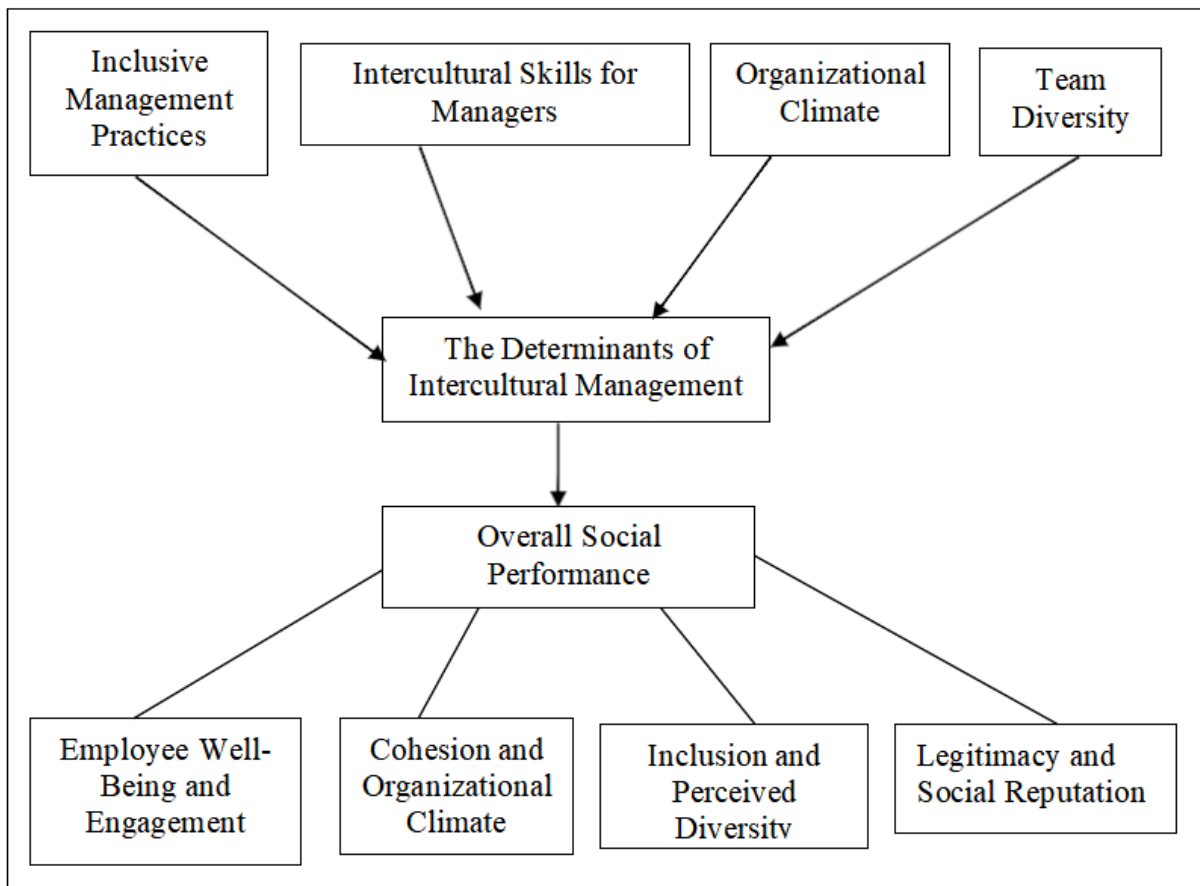
The theoretical debate and literature reviews presented above provide a robust conceptual foundation for analyzing the interactions between intercultural management and the social performance of organizations. Previous studies show that organizations' ability to manage cultural diversity, promote organizational inclusion, and foster a harmonious relational climate is a key driver for improving their social performance (Hall, 1976; Hofstede, 1991; Trompenaars & Hampden-Turner, 2012; Barmeyer & Franklin, 2016).

The central question of our research is therefore the following:

What is the impact of intercultural management on the social performance of organizations?

To answer this question, we propose the theoretical model presented below, which highlights the effects of the key dimensions of intercultural management (inclusive practices, intercultural competencies, relational climate, team diversity) as independent variables on social performance indicators (employee well-being, social cohesion, organizational inclusion, societal legitimacy) as dependent variables.

Our model suggests that intercultural management, as a dynamic organizational process, positively influences the quality of internal relationships, stakeholder satisfaction and engagement, as well as the organization's reputation and external legitimacy.



Research Hypotheses

Based on the theoretical foundations outlined above and the empirical studies reviewed, we formulate the following hypotheses:

- **Hypothesis 1 (H1):** The implementation of inclusive practices that promote cultural diversity improves employee well-being and engagement.
- **Hypothesis 2 (H2):** The development of intercultural competencies among managers and teams strengthens social cohesion within the organization.
- **Hypothesis 3 (H3):** An organizational climate characterized by trust, open communication, and recognition of cultural differences contributes to organizational inclusion.
- **Hypothesis 4 (H4):** Team diversity, when well managed, has a positive effect on the organization's social legitimacy and reputation among its external stakeholders.
- **Hypothesis 5 (H5):** Intercultural management as a whole is positively related to the organization's overall social performance.

Discussion of the Results

In light of this study, we have observed that intercultural management (ICM), as a strategic organizational process, is based on several fundamental dimensions: inclusive practices, intercultural competencies, a harmonious organizational climate, and team diversity. These dimensions serve as key drivers for improving the quality of internal relationships, strengthening external legitimacy, and, more broadly, promoting the social performance of organizations.

From this perspective, there appears to be a strong interaction between intercultural management and social performance, characterized by mutual benefits: on the one hand, the implementation of intercultural management helps create a work environment conducive to employee fulfillment and social cohesion; on the other hand, the recognition of diversity and organizational inclusion strengthen the organization's reputation and legitimacy within its environment (Hofstede, 1991; Barmeyer & Franklin, 2016).

Thus, an organization that invests in inclusive practices (H1)—for example, through fair hiring policies, mentoring programs for minorities, or anti-discrimination initiatives—contributes significantly to the well-being and engagement of its employees (Roberson, 2006; Jonsen et al., 2011). These actions foster employee motivation, loyalty, and productivity.

Furthermore, developing intercultural competencies among managers and teams (H2) is crucial for overcoming cultural misunderstandings and strengthening social cohesion within the organization (Trompenaars & Hampden-Turner, 2012). Targeted training, intercultural exchanges, and appropriate communication tools help create a cohesive work team despite the diversity of employee profiles.

The role of a positive organizational climate (H3), characterized by trust, transparency, and mutual respect, is also highlighted in the literature (Cox & Blake, 1991; Barmeyer, 2018). When employees perceive that their cultural differences are recognized and valued, they develop a stronger sense of organizational inclusion, thereby reducing potential tensions and conflicts.

Furthermore, team diversity, when managed effectively (H4), becomes a source of innovation, creativity, and social legitimacy among external stakeholders (Cox & Blake, 1991; Brammer et al., 2012). An organization whose teams reflect the diversity of the society in which it operates is perceived as more responsible, more equitable, and more legitimate.

Finally, all these dimensions collectively contribute to improving the organization's overall social performance (H5), which is reflected in employee satisfaction and retention, harmonious integration into the local community, and a strengthened societal reputation (Carroll, 1991; Gond & Igalens, 2014).

In summary, our findings confirm that social performance cannot be reduced to a mere financial or economic consequence; rather, it results from an organizational strategy that fully integrates diversity management and social relations into day-to-day practices. Intercultural management, far from being a constraint, thus emerges as a strategic lever for reconciling internal efficiency and social responsibility.

Conclusion and Outlook

In this publication, we have synthesized the academic literature on intercultural management and its impact on the social performance of organizations. The objective of this work was to highlight the importance of intercultural practices in improving internal relations, organizational inclusion, and the societal legitimacy of organizations in contexts marked by significant cultural diversity.

First, the literature review identified four key dimensions of intercultural management: inclusive practices, the development of intercultural competencies, organizational climate, and team diversity. These dimensions serve as fundamental levers for enhancing the quality of social relationships, employee well-being, organizational cohesion, and the organization's external reputation. These findings corroborate the work of Hall (1976), Hofstede (1991), Trompenaars & Hampden-Turner (2012), and Barmeyer & Franklin (2016), who emphasize that recognizing and valuing cultural differences helps create an inclusive and harmonious work environment.

Next, we clarified the key indicators of social performance, emphasizing the importance of a multi-indicator approach that integrates both internal aspects (well-being, engagement, workplace climate) and external aspects (legitimacy, reputation, social responsibility). Thus, social performance emerges as a multidimensional construct that goes beyond mere economic results to encompass human and societal dimensions (Carroll, 1991; Gond & Igalens, 2014).

Our study also highlights the need for strategic management of cultural diversity to transform differences into competitive and social advantages. Successful implementation of intercultural practices requires leadership involvement, adequate resource allocation, and strong embedding in the organizational culture.

Like any research, this study has limitations. Despite an extensive body of literature on intercultural management and social performance, there are still few empirical studies that precisely quantify the impact of these practices on the various aspects of social performance. This limitation is partly due to the complexity and heterogeneity of the two concepts, as well as to the diversity of the cultural and organizational contexts studied. Hence the need to empirically test the proposed theoretical model.

For future research, it would be appropriate to conduct a mixed-methods study (qualitative and quantitative). On the qualitative side, an exploratory survey across several organizations operating in multicultural contexts would help identify practices and obstacles specific to intercultural management. On the quantitative side, a confirmatory study could test the causal links between the dimensions of intercultural management and indicators of social performance in order to validate the proposed model and deepen our understanding of these phenomena.

In summary, intercultural management appears to be an essential strategic lever for enhancing organizations' social performance. It contributes to the creation of a more equitable and inclusive work environment, while improving an organization's reputation and societal legitimacy. Research in this field remains promising and necessary to support organizations in managing their diversity and achieving their social and human objectives.

Bibliography

1. ADLER, N.J. et GUNDERSEN, A. (2007). *International Dimensions of Organizational Behavior*. 5^e édition. Cengage Learning, Boston.
2. BARMEYER, C. et FRANKLIN, P. (2016). Intercultural management as dynamic process. *International Journal of Cross Cultural Management*, Vol. 16, No. 3, pp. 275-295.
3. BÉDARD, J. et BRASSARD, A. (2022). Diversité culturelle et cohésion organisationnelle : enjeux et pistes d'action. *Revue Gestion*, Vol. 47, No. 1, pp. 53-61.
4. BOUARGANE, N., BAREBZI, A., RAJI, M., ZERIOUH, M., & KHADRAOUI, A. (2024). Metacognitive functioning in students with learning disabilities or difficulties: A systematic literature review. *International Journal of Learning, Teaching and Educational Research*, 23(10), 475-493.

- <https://doi.org/10.26803/ijlter.23.10.23>.
5. BRISLIN, R. et YOSHIDA, T. (1994). *Improving Intercultural Interactions: Modules for Cross-Cultural Training Programs*. Sage Publications, Thousand Oaks.
6. CARROLL, A.B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, Vol. 38, No. 3, pp. 268-295.
7. CARROLL, A. et BUCHHOLTZ, A. (2014). *Business and Society: Ethics and Stakeholder Management*. 9^e édition. Cengage Learning, Boston.
8. CROWTHER, D. et ARAS, G. (2008). *Corporate Social Responsibility*. Ventus Publishing ApS, Frederiksberg.
9. DERESKY, H. (2013). *International Management: Managing Across Borders and Cultures*. 8^e édition. Pearson Education, Upper Saddle River.
10. D'IRIBARNE, P. (1989). *La logique de l'honneur. Gestion des entreprises et traditions nationales*. Seuil, Paris.
11. D'IRIBARNE, P. (2012). Penser la diversité des cultures : Globalisation, mondialisation et management. *Revue Française de Gestion*, No. 223, pp. 53-71.
12. ELKINGTON, J. (1997). *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone Publishing, Oxford.
13. FARAH, S. (2021). Impact de l'ancrage de la responsabilité sociale de l'entreprise sur l'implication du personnel : un essai de revue de littérature. *Revue Alternatives Managériales et Économiques*, Vol. 3, No. 3, pp. 643-663.
14. FREEMAN, R.E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman Publishing, Boston.
15. FROST, T.S. (2023). Cultural intelligence and organizational resilience: the role of intercultural competences in CSR strategies. *Journal of Business Ethics*, Vol. 189, No. 2, pp. 399-420.
16. GOND, J.-P. et IGALENS, J. (2014). Diversité culturelle et légitimité sociétale : une perspective intégrative. *Revue Française de Gestion*, Vol. 40, No. 247-248, pp. 97-113.
17. HALL, E.T. (1976). *Beyond Culture*. Anchor Books, New York.
18. HAMPDEN-TURNER, C. et TROMPENAARS, F. (2012). *Riding the Waves of Culture: Understanding Diversity in Global Business*. 3^e édition. Nicholas Brealey, London.
19. HARRIS, P.R., MORAN, R.T. et MORAN, S.V. (2013). *Managing Cultural Differences: Global Leadership Strategies for the 21st Century*. 9^e édition. Routledge, New York.
20. HOFSTEDE, G. (1983). The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, Vol. 14, No. 2, pp. 75-89.
21. HOFSTEDE, G., HOFSTEDE, G.J. et MINKOV, M. (2010). *Cultures and Organizations: Software of the Mind*. 3^e édition. McGraw-Hill, New York.
22. HUSTED, B.W. et ALLEN, D.B. (2006). Corporate social responsibility in the multinational enterprise: Strategic and institutional approaches. *Journal of International Business Studies*, Vol. 37, No. 6, pp. 838-849.
23. JAMALI, D., SIDANI, Y. et EL-ASMAR, K. (2009). A three-country comparative analysis of managerial CSR perspectives: Insights from Lebanon, Syria and Jordan. *Journal of Business Ethics*, Vol. 85, No. 2, pp. 173-192.
24. KIM, Y.Y. (2017). *Cross-Cultural Adaptation: Theory, Research, and Applications*. Routledge, New York.
25. MEIER, O. (2024). *Management interculturel et diversité culturelle en entreprise*. Vuibert, Paris.
26. MEYER, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. PublicAffairs, New York.
27. NG, E.S., BURKE, R.J. et SMITH, J. (2021). Inclusion, diversity, and corporate social responsibility: a review and future research agenda. *Journal of Business Research*, Vol. 135, pp. 704-716.
28. PORTER, M.E. et KRAMER, M.R. (2011). Creating shared value. *Harvard Business Review*, Vol. 89, No. 1-2, pp. 62-77.
29. PRADHAN, R.P. et ARVIN, M.B. (2022). Interconnections between corporate social performance and cross-cultural leadership: empirical evidence from emerging economies. *International Journal of Cross Cultural Management*, Vol. 22, No. 3, pp. 361-380.
30. RAJI, M., GASSIM, Z., BOUARGANE, N., & AL-HATTAB, M. (2025). Artificial visual learning of educational concepts in dyslexia: A meta-analytic review. *Multidisciplinary Science Journal*, 8(3), 2026180. <https://doi.org/10.31893/multiscience.2026180>.
31. RAJI, M., GASSIM, Z., BOUARGANE, N., & AL-HATTAB, M. (2025). Reading disabilities in Arabic-speaking learners: A comprehensive systematic review of screening tests and challenges ahead. *International Journal of Educational Research Open*, 9, 100541. <https://doi.org/10.1016/j.ijedro.2025.100541>.
32. RICHARDSON, J. et SMITH, L. (2020). Intercultural leadership and sustainability: aligning organizational practices with societal values. *Sustainability*, Vol. 12, No. 6, pp. 2402-2418.
33. SCHNEIDER, S.C. et BARSOUX, J.-L. (2014). *Managing Across Cultures*. 3^e édition. Pearson Education, Harlow.

34. STAHL, G.K., MAZNEVSKI, M.L., VOIGT, A. et JONSEN, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, Vol. 41, No. 4, pp. 690-709.
35. THOMAS, D.C. et INKSON, K. (2017). *Cultural Intelligence: Surviving and Thriving in the Global Village*. 3^e édition. Berrett-Koehler, San Francisco.
36. TROMPENAARS, F. et WOOLLIAMS, P. (2020). *Nine Visions of Capitalism: Unlocking the Meanings of Wealth Creation*. Infinite Ideas, Oxford.
37. USUNIER, J.-C. et ROULIN, N. (2017). *Marketing Across Cultures*. 6^e édition. Pearson, Harlow.
38. VAN DIERDONCK, D. et NUÑEZ, I. (2023). The role of compassion in intercultural workplaces: implications for employee well-being and social performance. *Human Relations*, Vol. 76, No. 2, pp. 228-254.