EUROPEAN BUSINESS UNIVERSITY OF LUXEMBOURG

LEADERSHIP STYLES IN MULTILINGUAL CUSTOMER
SERVICE TEAMS: LINGUISTIC INCLUSIVITY LEADERSHIP
FRAMEWORK

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Abstract

Diverse leadership styles in multilingual customer service teams are often presumed to have consistent effects on team performance, employee engagement, and customer service quality, there is a need for a further examination given the potential for empirical evidence. In this study, we aim to conduct a comparative analysis of leadership styles and communication practices within an international multilingual customer service teams across various regions. Our objectives are: (1) explore the impact of different leadership styles on team execution, (2) analyze is there is a link between used language and leadership style, (3) propose new theoretical frame for conception of multi-language leadership, (4) propose a comprehensive suggestions for future investigations.

Drawing inspiration from a systematic literature review approach, we anticipate uncovering insights that reveal the dynamic relationship between leadership styles and the mentioned outcomes. Moreover, the aim of this study is to investigate the nature of leadership, and reveal how the effectiveness of leadership styles may vary depends in practice of multilingual teams and leaders.

Our investigation may reveal the importance of adopting a more flexible and approach to leadership in international multilingual customer service teams. By acknowledging the potential existence of hybrid leadership styles and their varying impacts on performance, we hope to contribute to a more nuanced understanding of leadership dynamics in this unique organizational context.

In conclusion, our study seeks to address the limitations of existing literature, provide valuable insights for organizational leaders, and contribute to the ongoing scholarly discourse on leadership in multilingual environments. We anticipate that our findings will not only add depth to the understanding of leadership in this specific context but also offer practical implications for enhancing team performance.

CHAPTER I. INTRODUCTION AND STATEMENT OF THE PROBLEM

Introduction

Multilingual customer service teams play a pivotal role in fostering global business relationships and ensuring customer satisfaction. Effective leadership within these diverse teams is crucial for optimizing performance, enhancing employee engagement, and delivering high-quality customer service. In the context of Customer Service, a comprehensive understanding of leadership styles and communication practices across different regions is essential for refining organizational strategies and maximizing team effectiveness.

Statement of the Problem

Acknowledging the recognized significance of leadership within multilingual customer service teams, the existing literature presents divergent perspectives on the impact of specific leadership styles. This variation in empirical evidence underscores the need for a nuanced examination to discern the implications of these styles on team dynamics, performance outcomes, and customer service quality. In this study, our primary objectives are to address key questions that delve into the intricacies of leadership in multilingual customer service teams at international contact centers.

Regional Variation in Leadership Styles: We aim to investigate how leadership styles vary across different regions within multilingual customer service teams. Recognizing the potential influence of cultural and contextual factors on leadership preferences, this aspect of the study seeks to uncover regional nuances that may impact team dynamics and overall performance.

Leaders' Adaptation in Multilingual Communication: Our study investigate how leaders perceive and adapt their communication styles when using a language other than their primary language. We seek to understand the nature of these adjustments and whether they influence leaders' effectiveness and relationship dynamics with subordinates. Exploring the challenges and strategies employed by leaders in multilingual contexts provides valuable insights into effective cross-cultural communication.

Impact on Team Performance, Engagement, and Service Quality: To comprehensively evaluate the consequences of different leadership styles, we examine their impact on various dimensions, including team performance, employee engagement, and customer service quality. Understanding how leadership practices influence these critical outcomes is crucial for organizations aiming to optimize their multilingual customer service teams.

Contributions to Optimizing Team Effectiveness: This research aims to provide a more nuanced understanding of leadership styles within diverse customer service teams. By identifying effective leadership practices tailored to multilingual contexts, our study contributes practical insights that can enhance team effectiveness. This nuanced understanding can serve as a guide for leaders and organizations seeking to leverage the strengths of diversity in achieving organizational success.

In conclusion, our research endeavors to bridge existing gaps in the literature, offering insights that extend beyond academic discourse. The findings are intended to inform strategic decision-making within the international customer service professional community. Through a thorough exploration of leadership styles and communication practices, our study aspires to empower leaders in navigating the complexities of managing multilingual teams, ultimately contributing to enhanced organizational success in the dynamic landscape of customer service.

PURPOSE AND SIGNIFICANCE OF THE STUDY

1.Exploring the Impact of Leadership Styles

Investigate the influence of various leadership styles on team performance, employee engagement, and customer service quality within diverse customer service teams. Understanding these impacts is significant for refining leadership approaches and cultivating positive outcomes.

2.Connecting Multilingual Abilities and Leadership Styles

Determine the extent and nature of the connection between multilingual abilities and leadership styles. This investigation aims to provide insights into the role of language in leadership communication within diverse organizational contexts, contributing to a deeper understanding of effective leadership practices in multilingual settings.

3. Considering Language Diversity in a Changing World

Recognizing the critical importance of improving understanding in the face of world-changing events, this study investigates language diversity as a potential means to enhance leadership effectiveness. The literature, however, remains silent on the influence of using different languages on leadership effectiveness and team performance. This research aims to fill this gap, providing valuable insights for navigating language diversity challenges in leadership contexts.

4. Proposing a new Synthesized Framework

By synthesizing the empirical findings with existing theoretical models, this study aims to propose a novel framework that integrates leadership styles, multilingual abilities, and language diversity. This synthesized framework will offer a comprehensive understanding of the intricate dynamics within multilingual customer service teams, providing a valuable tool for leaders seeking to optimize team effectiveness in a linguistically diverse environment. The proposed framework will bridge gaps in the current literature, offering practical insights for strategic decision-making and contributing to the evolving discourse on effective leadership in a globalized and multilingual landscape.

The significance of this study lies in its contribution to addressing contemporary challenges faced by global organizations. As businesses increasingly operate in diverse linguistic landscapes, understanding the interplay between leadership styles, multilingual abilities, and language diversity becomes crucial. This research not only reveals the nuanced impacts of leadership on team dynamics but also offers practical guidance for leaders navigating linguistic complexities. The synthesized framework proposed as a strategic roadmap for organizations striving to adapt and excel in a rapidly changing and globally connected world, emphasizing the pragmatic significance of effective leadership in multilingual customer service teams.

THEORETICAL FRAMEWORK

Communication Accommodation Theory (CAT), developed by socio-linguist Howard Giles in 1987, serves as a comprehensive framework for understanding how individuals adjust their communication behaviors in diverse social contexts. At its essence, CAT posits that people modify speech patterns, language use, and nonverbal cues to either converge with or diverge from others in a given interaction. This adaptation is influenced

by factors such as social norms, cultural differences, and the desire for social approval or affiliation.

In multilingual environments, like international contact centers where employees may speak different languages or dialects, leaders play a crucial role in mediating communication dynamics. Effective leadership in these settings necessitates a nuanced understanding of CAT principles, enabling leaders to navigate linguistic diversity and foster collaboration, understanding, and productivity.

Leaders in multilingual environments frequently employ convergence strategies to bridge language barriers and promote cohesion within teams. This involves adjusting speech rate, vocabulary, or accent to align more closely with the linguistic norms of team members. Demonstrating linguistic flexibility and openness to diverse communication styles allows leaders to create an inclusive atmosphere where all team members feel valued and understood.

Conversely, leaders may employ divergence strategies when necessary to assert authority or clarify communication in multilingual contexts. Divergence entails maintaining one's communication style or language preferences, even if they differ from those of team members. In situations where clarity or specificity is crucial, leaders may retain their linguistic distinctiveness to avoid confusion or misinterpretation.

Effective leadership in multilingual environments extends beyond linguistic accommodation, encompassing broader cultural sensitivity and awareness. Leaders must be attuned to the cultural nuances shaping communication norms among team members. Recognizing and respecting cultural differences in communication styles, nonverbal cues, and relational norms is crucial for fostering trust and rapport within the team.

Overall, Communication Accommodation Theory provides valuable insights into the complexities of communication in multilingual environments, highlighting the pivotal role of leaders in facilitating effective interaction. By leveraging convergence and divergence strategies and demonstrating cultural competence, leaders can promote inclusivity, collaboration, and, ultimately, organizational success in diverse linguistic contexts.

Application of CAT:

Analyzing Leader Communication in a Multilingual Team

Adaptation Strategies: Investigate specific strategies leaders employ to facilitate communication despite language differences, such as adjusting vocabulary or using translation tools.

Proactive Learning: Explore whether leaders proactively learn about the linguistic backgrounds of team members to enhance communication.

Impact on Team Satisfaction

Valued and Understood: Assess whether team members feel more valued and understood when leaders adapt their communication styles to different languages and cultures.

Positive Team Culture: Evaluate the role of language accommodation in fostering a positive team culture and reducing communication barriers.

Collaboration and Overall Communication Effectiveness

Enhancing Teamwork: Investigate how effective communication enhances the team's ability to work together, share ideas, and address challenges.

Verbal and Non-Verbal Aspects: Assess the overall effectiveness of communication strategies employed by leaders in a multilingual setting, considering both verbal and non-verbal aspects.

Challenges and Strategies

Identifying Challenges: Explore challenges leaders face in accommodating communication in a multilingual environment, including potential misunderstandings, misinterpretations, or difficulties in delivering nuanced messages.

Strategies for Overcoming Challenges: Examine the strategies leaders use to overcome communication challenges, such as visual aids, language training initiatives, and creating a supportive communication environment.

Alignment with the Study

Inclusive Leadership

Valuing Linguistic Diversity: CAT aligns with the study's focus on inclusivity, emphasizing how leaders contribute to creating an inclusive environment that values linguistic diversity.

Effective Communication Practices

Adapting to Diverse Teams: The theory aligns with the investigation into effective communication practices by highlighting the importance of adapting communication styles to suit the needs of a diverse team.

Navigating Multilingual Challenges

Overcoming Language Barriers: CAT provides insights into how leaders navigate the challenges of multilingualism, adjusting communication strategies to foster understanding and overcome potential language barriers.

In conclusion, Communication Accommodation Theory offers a valuable framework for understanding how leaders tailor their communication in a multilingual customer service team. The theory contributes to team satisfaction, collaboration, and overall communication effectiveness, providing a nuanced perspective on the dynamic interplay between leadership, language, and effective communication in a diverse workplace.

Cultural Intelligence (CQ)

Another framework, on those componentst this study relies, is Cultural Intelligence (CQ), Cultural Intelligence (CQ) as a concept was first introduced in the academic literature by Christopher Earley and Soon Ang in their article titled "Cultural Intelligence: Individual Interactions Across Cultures," which was published in the "Stanford Business Review" in 2003. Earley and Ang's groundbreaking work aimed to provide a theoretical framework for understanding and measuring an individual's ability to function effectively in culturally diverse settings. The article addresses the need for individuals to adapt their behaviors, thinking, and communication styles when interacting with people from different cultures.

The publication of "Cultural Intelligence: Individual Interactions Across Cultures" marked the emergence of a new perspective in the field of cross-cultural management. Earley and Ang conceptualized Cultural Intelligence as a multidimensional construct comprising metacognitive, cognitive, motivational, and behavioral dimensions. This

framework emphasizes the importance of individuals not only being aware of cultural differences but also possessing the skills and motivation to navigate and adapt to diverse cultural contexts.

Since its initial introduction, the concept of Cultural Intelligence has gained widespread recognition and has been embraced across various disciplines, including organizational psychology, international business, and leadership studies. Scholars and practitioners have utilized the CQ framework to enhance understanding and effectiveness in intercultural interactions, leadership, and team dynamics.

The Stanford Business Review article laid the foundation for subsequent research and the development of measurement tools to assess an individual's Cultural Intelligence. The significance of Cultural Intelligence in navigating the complexities of global business and multicultural teams has continued to grow, making Earley and Ang's work a seminal contribution to the field.

They provides a theoretical framework for understanding and addressing the challenges presented in the research on leadership styles within multilingual customer service teams. CQ encompasses four components—metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ—each offering unique insights that are particularly relevant to the complexities of leading diverse teams in a global context.

Metacognitive CQ

Metacognitive CQ, a foundational component, involves more than just awareness—it delves into the cognitive processes of critically analyzing and comprehending cultural issues. In the research context, leaders demonstrating high metacognitive CQ possess not only the ability to recognize diverse leadership styles across regions but also the skill to discern the intricate cultural implications associated with them. This level of cognitive sophistication extends to identifying and understanding the nuanced cultural factors that influence communication preferences and shape team dynamics within the complex landscape of multilingual settings. In essence, leaders with elevated metacognitive CQ engage in reflective thinking that goes beyond surface-level cultural awareness, enabling them to make informed decisions and navigate the intricate interplay of cultures within their teams.

Cognitive CQ:

Cognitive CQ places a strong emphasis on knowledge as a cornerstone for effective leadership in diverse teams. Leaders with high cognitive CQ are not merely culturally aware; they possess a deep understanding of the cultural norms that underpin leadership expectations and communication styles in different regions. This knowledge acts as a strategic tool, allowing leaders to adapt their approaches in alignment with cultural expectations. By grasping the intricacies of cultural norms, these leaders can navigate the subtleties of cross-cultural interactions, fostering a leadership style that resonates with the cultural context. In essence, cognitive CQ elevates cultural awareness to a level where it becomes an integral part of a leader's strategic toolkit, shaping their decision-making and communication strategies in diverse cultural environments.

Motivational CQ:

Motivational CQ focuses on the inner drive and willingness to adapt, recognizing that cultural intelligence goes beyond mere knowledge. Leaders with high motivational CQ not only acknowledge the need for adaptation but actively embrace it. This component becomes particularly crucial in multilingual settings where linguistic diversity prevails. The willingness to adjust communication styles when using a language other than their primary language reflects a proactive approach to overcoming language barriers. Leaders with elevated motivational CQ are not daunted by linguistic challenges; instead, they see them as opportunities for growth and improved cross-cultural collaboration. This motivational aspect sets the stage for a leader's openness to change and adaptability, essential qualities in the dynamic and diverse world of multilingual team leadership.

Behavioral CQ:

Behavioral CQ signifies the practical manifestation of cultural intelligence in a leader's actions. It goes beyond theoretical understanding and involves tangible behavioral adjustments grounded in cultural and linguistic considerations. Leaders with high behavioral CQ exhibit flexibility in their leadership styles, actively making adjustments to accommodate cultural diversity. This component directly addresses the research question regarding how leaders adapt their communication styles in multilingual contexts. It involves not just awareness or knowledge but the actual implementation of cultural intelligence principles. These leaders are adept at modifying their behaviors in response to the cultural dynamics within their teams, creating an environment where diverse perspectives are acknowledged, respected, and effectively integrated into the leadership

approach. In essence, behavioral CQ bridges the gap between understanding and action, turning cultural intelligence into a lived experience within the leadership realm.

In the context of the research on leadership styles in multilingual customer service teams, CQ provides a holistic framework that goes beyond a simplistic understanding of leadership. It guides leaders in comprehending, adapting to, and leveraging cultural and linguistic diversity within their teams. By considering the metacognitive, cognitive, motivational, and behavioral components of CQ, leaders can navigate the intricacies of managing teams across different regions, fostering effective communication, employee engagement, and overall team performance. The theoretical foundation of CQ enriches the research by offering a nuanced lens through which to explore and understand the dynamics of leadership in the context of multilingual customer service teams.
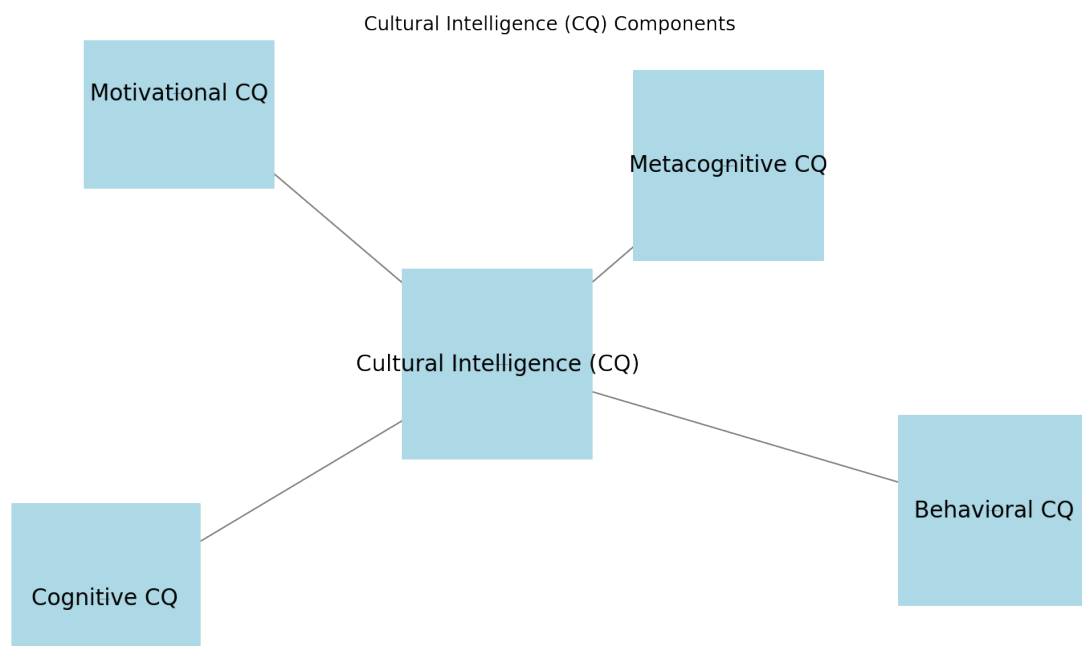

Figure 1: Cultural Intelligence Scheme

LITERATURE REVIEW

Leadership styles play essential role in shaping team dynamics, influencing performance outcomes, and determining overall organizational success. This literature review aims to provide a comprehensive understanding of leadership styles within the specific context of

multilingual customer service teams at an international contact center. By synthesizing insights from diverse sources, we explore various findings, empirical evidence, and outline future research directions.

Foundation of leadership dynamics

The exploration of leadership has its roots to historical figures such as Plato, Sun Tzu, and Machiavelli. However, it has emerged as a notable subject in academic exploration only over the past 60 years, gaining increased attention, especially in the last time. Over the past decades, research efforts have collectively laid the groundwork for a deep exploration of diverse leadership dynamics, contributing to continued discussions on organizational leadership and performance. Noteworthy contributions include Avolio, Walumbwa, and Weber (2009), who enlighten broader perspectives on current leadership theories, and Fischer and Sitkin's (2023) insights that foster the temporal and geographical evolution of leadership discourse. Furthermore, Chang et al.'s (2021) study explores the intricate interplay between leadership styles, innovation behavior, and job standardization with a specific focus on service quality.

Recognizing the contingent nature of leadership, Khassawneh and Elrehail (2022) introduce institutional theory, emphasizing participative leadership's role in influencing employee performance. Oshagbemi (2008) and Mulyana et al. (2022) explored socio-emotional leadership and the impact of personal and organizational variables on leadership styles. Piwowar-Sulej and Iqbal's (2023) systematic literature review further illuminated the relationship between leadership styles and sustainable performance. These scholarly endeavors collectively established a foundation for a thorough examination of diverse leadership dynamics, shaping the landscape for the following exchange on corporate guidance and effectiveness.

Despite addressing a broad range of questions, these research studies have been grounded in specific professional domains, with a particular emphasis on examining leadership styles within the fields of hospitality and healthcare. For instance, a systematic review by Sfantou et al. (2017) focused on transformational, transactional, autocratic, laissez-faire, task-oriented, and relationship-oriented leadership in healthcare. The investigation aimed to establish the correlation between leadership styles and healthcare quality measures. Utilizing the Medline and EMBASE databases from 2004 to 2015, the review identified 18 relevant articles, unveiling a strong association between leadership styles and quality

care. Leadership emerged as a pivotal element for well-coordinated and integrated care, influencing both patients and healthcare professionals. The study recognized the common leadership styles, such as transformational, transactional, autocratic, laissez-faire, task-oriented, and relationship-oriented, each with distinct impacts on healthcare outcomes and patient satisfaction. Quality of care, measured through structural, process, outcome, and patient satisfaction metrics, was highlighted as a critical aspect within healthcare organizations. The findings emphasized the crucial role of leadership in fostering a high-quality work environment, positively impacting safety climate, patient outcomes, and overall healthcare quality. Despite the existing literature recognizing leadership's significance, the review identified a gap in correlating specific leadership styles with patient outcomes and healthcare quality indicators. The study called for future research to focus on developing robust leadership style models in diverse healthcare settings, incorporating multidisciplinary teams and addressing organizational parameters and individual expectations. In conclusion, the review underlined the integral role of leadership styles in enhancing healthcare quality measures, emphasizing the need for strategic leadership priorities and skills to bridge the existing gap in healthcare.

 In the realm of hospitality, meta-analyses conducted by Arici et al. (2012), Huertas-Valdivia et al. (2019), and Gui et al. (2022) have predominantly focused on various aspects of different leadership styles in hospitality management. Elkhwesky et al.'s (2022) thorough examination of leadership styles in the hospitality industry, covering a span of 13 years (2008–2020), indicates significant advancements. However, it showed conceptual and empirical overlaps among different leadership styles, emphasizing the need for further exploration into antecedents and theory integration within hospitality leadership studies. The findings underscore the importance of conducting more in-depth examinations of specific leadership styles and their outcomes within the unique context of the hospitality sector.

Research in hospitality often emphasizes the importance of a customer-centric approach to ensure customer satisfaction, that's why it is essential for understanding perspectives, related customer service support.

Navigating multicultural aspects in team leadership

Managing cultural diversity within teams presents team leaders with a dynamic interplay of opportunities and challenges. Over the past decade, it has become evident that effective

cross-cultural leadership is crucial for the development of leaders (Patric et al., 2012; Terrell et al., 2013; Shaban 2016).

Research findings Illuminate the nuanced significance of cultural diversity in multilingual teams, revealing both positive and negative implications (Stahl et al., 2010; Lee et al., 2020; Stahl et al., 2021). While cultural diversity may contribute to process losses, such as task conflict and decreased social integration, it also helps improve processes, including creativity, innovation, and overall satisfaction. These impacts consistently show up across different levels and types of cultural diversity within teams.

Several studies engage in the exploration of leadership styles in multicultural environments, seeking to comprehend how varying cultural contexts shape leadership approaches. House and Aditya (1997) discuss the influence of cultural dimensions on leadership styles, providing valuable insights into the effectiveness of cross-cultural leadership. Additionally, Vrontis and Christofi (2021) contribute a systematic review on the internationalization of research and development, offering perspectives on the broader organizational landscape. Avolio and Yammarino's (2013) examination of transformative and charismatic leadership discussed their potential impact in the context of a multicultural organizational setting.

Language Dynamics in Multilingual Call Centers

The existing literature on call centers has often categorized them as spaces of low-skilled, standardized labor, particularly influenced by Tayloristic management practices. Researchers like Russell (2008) note the undertheorized nature of call center work and highlight the complexity arising from variations in teamwork, pay levels, training, and education. Despite the growing relevance of multilingualism in call center environments, there remains a notable gap in the literature addressing the specific language-related challenges faced by these dynamic workplaces. While various studies have explored the broader landscape of multilingual workplaces and multinational corporations, the intricate language dynamics within call centers have not received extensive scholarly attention.

The article by Boussebaa, M., Sinha, S., & Gabriel, Y. (2014) explores the dynamics of corporate Englishization within the context of international business, focusing on the reproduction of colonial-style power relations between the Anglosphere and other business entities. While this article primarily discusses English as a dominant language in

global business interactions, its insights can be relevant to our thesis work on multilingual contact centers. Specifically, the research sheds light on how language, as a tool of power and domination, influences organizational dynamics and intergroup relations. By drawing parallels between the hierarchies of language 'purity' discussed in the article and the challenges faced by multilingual contact centers, we can better understand how language dynamics impact team cohesion, communication effectiveness, and power structures within these environments. Additionally, the article's emphasis on the implications of language attitudes and the creation of linguistic hierarchies can inform our analysis of leadership styles and communication strategies tailored to address language-related challenges in multilingual contact centers. Overall, while the focus of the article is on broader international business contexts, its insights into language-based power dynamics can offer valuable perspectives for our examination of multilingualism in contact center settings.

In Woo and Giles' (2017) article, an intergroup communication perspective is employed to comprehensively conceptualize language-related challenges within multilingual multinational corporations. The article underscores the significance of language as a primary identifier for individuals and groups, playing a crucial role in shaping self-concept. Particularly relevant for managers overseeing multilingual teams and corporations, where diverse first-language speakers collaborate to achieve shared objectives, the discussion delves into the array of communication challenges encountered in such contexts. The strategic adoption of a Corporate Common Language is explored, emphasizing the benefits of efficiency and coherence derived from standardizing language use among employees. Despite these advantages, the article critically examines the potential tensions arising from designating a specific language as "standard" and others as "nonstandard" or uncommon, especially concerning native and nonnative speakers. The exploration of language attitudes within the article aims to draw scholarly attention to their impact on communication processes in multilingual companies. The article concludes by addressing the implications and organizational benefits of sensitizing managers to intergroup dynamics related to language in companies that have embraced a Corporate Common Language approach. Furthermore, it sets forth a future research agenda for cross-cultural management researchers, acknowledging the increasingly blurred boundaries in a global environment where multilingualism significantly influences both internal and external organizational functions.

In this literature review, we explored realm of language management and language work within the context of multilingual call centers, drawing insights from an ethnographic case study conducted by Johanna Woydack (2020) at the Vienna University of Economics & Business. The study, focusing on a London-based multilingual call center, employs long-term participant ethnography and interviews to explore the intricacies of language issues management. Three specific areas are meticulously investigated: the recruitment of multilingual agents, training in language management, and the evaluation of performance in multiple languages during customer interactions.

Woydack's study challenges conventional assumptions about call center work as mere "language work." It questions the preconceived notion that fluency in the working language is the primary skill required for call center agents. By using ethnographic methods, the research focuses on the day-to-day operations of a multilingual call center, shedding light on the recruitment process, training strategies, and the assessment of agents' performance, particularly in the use of scripts.

The study contributes substantially to the literature by revisiting the value of scripts in knowledge management and its role in the day-to-day functioning of multilingual call centers. Contrary to the prevailing negative view on scripts, Woydack argues that scripts serve as vital tools, used for teaching, assessing, evaluating, and monitoring fluency in another language. The term 'script fluency' emerges as a crucial skill that successful call center agents acquire over time.

Additionally, Woydack challenges the traditional understanding of call center work as 'language work' by introducing the concept of an 'interactive professional.' This term emphasizes the diverse skill set required by call center agents, transcending the narrow definition of language workers. The study contends that call center work involves a range of competencies, including emotional labor, procedural knowledge, and articulation work, making it a form of knowledge work.

Furthermore, the literature review synthesizes Woydack's findings with existing research on call centers, highlighting both similarities and differences. The study aligns with research acknowledging the complexity and variations within call centers but stands out by emphasizing the linguistic dimension often overlooked in previous works.

Woydack's ethnographic case study provides valuable insights that challenge established notions in the literature on call centers. It enriches our understanding of language management, shedding light on the multifaceted skills required for successful call center performance, ultimately contributing to the ongoing discourse on the nature of work in these dynamic organizational spaces.

In conclusion, our synthesis of these diverse sources contributes to a more comprehensive understanding of language dynamics in multilingual call centers. It underscores the need for nuanced approaches to leadership and communication within these dynamic workplaces and suggests avenues for further research to bridge the existing gaps in the literature. By exploring the intricacies of language issues management, the value of scripts, and the broader skill set involved in call center work, our review enriches the discourse on the nature of work in these environments.

Leadership styles overview

The selection of these leadership styles is informed by a comprehensive literature review that scrutinizes their applicability and relevance in the customer service center context. Transformational leadership, known for its emphasis on inspiration and innovation, aligns with the evolving nature of customer service demands, encouraging proactive responses to challenges. Transactional leadership, characterized by structured exchanges and rewards, is considered pertinent due to its potential to optimize operational processes and performance metrics within a customer service setting.

Servant leadership, marked by a focus on employee well-being and empowerment, aligns with the collaborative nature of customer service teams, emphasizing the importance of fostering a positive and supportive work environment. Laissez-faire leadership, allowing autonomy to team members, is examined for its potential impact on creativity and problem-solving within the dynamic context of customer service. Autocratic leadership, while often viewed critically, is included for exploration given its potential efficacy in swiftly addressing urgent customer needs and maintaining order in high-pressure situations.

The inclusion of Harmful leadership styles is crucial for a holistic understanding, as it sheds light on practices that may be detrimental to team dynamics and overall performance. By encompassing a range of leadership styles, this research aims to provide

a nuanced analysis of their effects within multilingual customer service teams, contributing to the existing body of knowledge on leadership in diverse organizational settings.

Transformational Leadership: The evolution of leadership theories, especially since 1980, is central to understanding leadership styles. Charismatic, visionary, and transformational leadership, highlighted by House (1995), consistently incorporates key components such as inspirational motivation, intellectual stimulation, and individualized consideration. A study by A. Bakker et al. (2022) explores the relationship between transformational leadership, follower work engagement, and performance, emphasizing the positive impact of transformational leadership behaviors on follower strengths use, initiative, work engagement, and job performance.

Transactional Leadership: Characterized by the leader's capacity to connect with followers through appealing to their self-interest, transactional leadership focuses on mutual exchange (Avolio, 1999; Avolio et al., 2013). The emphasis is placed on achieving goals by introducing incentives aligned with the needs, preferences, and values of the followers (Huang et al., 2005). Bass and Riggio (2006) delve into both transformational and transactional leadership, exploring their effects on employee motivation and performance.

Servant Leadership: The philosophy of servant leadership, prioritizing the needs of followers over the leader's personal needs, has gained significant attention. Greenleaf (1970) and subsequent scholars like Ehrhart and Liden et al. emphasize the leader's moral responsibility towards subordinates, customers, and the broader community. The comprehensive literature review reveals that servant leadership positively impacts individual, team, and organizational outcomes, fostering improvements in behavior, attitude, and performance. Despite advancements, there is a need for further research, particularly a comprehensive bibliometric analysis to assess the current spot trends.

 Laissez-Faire Leadership: Coined by Lewin, Lippitt, and White in 1938, the laissez-faire leadership style signifies a passive approach, allowing events to unfold without active intervention. This style is characterized by a "lack of leadership" or a "hands-off" approach to influence (Northouse, 2006). Tafvelin et al.'s (2022) study shows that role ambiguity is associated with passive destructive leadership, indicating that leaders facing

uncertainty in their roles may exhibit ineffective performance or resort to passive destructive behaviors.

Autocratic Leadership: Initially introduced by Lewin, Lippitt, and White in 1938, the autocratic leadership style was among the three documented leadership types. Research involving 10-year-old children placed under autocratic, democratic, and laissez-faire leadership reveals that hostility, aggression, and apathy are more common under autocratic control. Results discussed in contemporary perspective (Billig 2014), and the latest systematic review by Pizzolito et al. (2023) confirms limitations of the autocratic style. In literature (Aritz, Walker 2014), there is evidence of the influence of different leadership styles in multicultural groups (Americans and East Asians). It offers proof that specific leadership styles and approaches may not yield equal success across diverse cultural groups. For instance, the collaborative leadership style fostered more equitable participation and contributions from East Asian participants, aligning well with their values of consideration and respect. Conversely, the authoritative style was perceived as overly aggressive. Considering language proficiency as a potential barrier to equal involvement in decision-making, this approach hindered Asian participants from achieving parity as decision-making partners.

Harmful Leadership Styles: It is uncommon for a leader to explicitly categorize their own leadership style as harmful. Regrettably, both our observations and empirical studies affirm the presenc of such detrimental practices in contemporary leadership. Workplace bullying, as defined by Einarsen, Hoel, Zapf, and Cooper (2003), involves repetitive, offensive behaviors that negatively impact an individual's work tasks. Pelletier (2010) highlights the use of managerial strength against a subordinate. Alexander, MacLaren, O'Gorman, and Taheri (2012) found that workplace bullying could enhance group cohesion, illustrating the complex dynamics associated with harmful leadership styles.

Leaders in diverse teams may encounter crucible experiences, emphasizing the importance of adaptive capacity, cultural intelligence, and continuous learning in a managerial context (Moynihan et al., 2006). Understanding how leaders navigate challenges becomes integral to this analysis of leadership styles and their implications for team dynamics, employee engagement, and service quality.

How languages influence leadership style

Leaders fluent in multiple languages possess the ability to effectively oversee diverse global teams, fostering collaboration among employees and business partners. Multilingualism not only broadens the communication but also increase the leadership capabilities of global leaders, influencing how they are perceived by different people.

In summarizing key trends within the expanding field of research on linguistic diversity in multinational teams, this review emphasizes the complex and versatile role of language in teamwork. It particularly underscores language as a source of power (Paunova, 2017; Tenzer, Pudenko, 2020), discover its impact within the context of organizational dynamics.

Understanding how languages influence leadership styles is crucial in our interconnected world. As articulated by Oliverio-Olivieri D. (2016), "The diversity of language promotes understanding, as knowing the language of another involves knowing the culture of another, linking the relationship between languages other than English skills to a potential leadership resource for melting prejudices and creating harmony."

Examining language effects on personality expression in a bilingual context, Chen, S. X., & Bond (2010) examined relationship between language and individual characteristics. These findings can help develop an effective strategy advocating for multilingualism as a means to cultivate global leadership. Notably, investing in learning a foreign language is not only a valuable skill but also a significant enhancer of global leadership abilities. While conducting business in a common language reduces the risk of misunderstandings, true global leadership transcends simple language proficiency, and develop cross-culture communication.modules (Matthews et al., 2012).

The study by Tenzer and Pudelko (2015) provides valuable insights for analyzing the dynamics of multilingual teams and leadership. The research focuses on the emotional impact of language barriers within multinational teams and explores effective leadership strategies to mitigate negative emotions. The findings emphasize the critical importance of understanding and addressing language-induced emotions for leaders. In the context of multilingual teams, where language differences can provoke negative emotions among team members, the study sheds light on the specific challenges faced by leaders in managing these emotions. This knowledge is instrumental for leaders, superiors, and

human resource managers in multinational corporations as they navigate the complexities of emotionally charged interactions within diverse teams.

The managerial relevance of the study lies in its recognition of emotional conflicts as not only theoretically significant but also practically crucial for team performance and employee satisfaction. The emotional impact of language barriers can lead to distractions, lower decision quality, and diminished performance, highlighting the need for effective leadership in mitigating these negative consequences. The study provides concrete recommendations for leaders, emphasizing the importance of cross-lingual sensitivity, emotional awareness, and active management of language-induced emotions. The insights from this research can inform training programs, equipping them with the knowledge and skills necessary to navigate emotional challenges in multilingual work environments, ultimately enhancing team performance and cohesion.

The research conducted by Lu, Swaab, and Galinsky in 2022, titled "Global Leaders for Global Teams: Leaders with Multicultural Experiences Communicate and Lead More Effectively, Especially in Multinational Teams," significantly aligns with the theme of multi-language leadership. In the era of globalization, where effective leadership in diverse and multinational teams is crucial, the study systematically explores how multicultural experiences contribute to leadership effectiveness, with a specific focus on communication competence.

The theoretical perspective developed in the research articulates that individuals with broader multicultural experiences are more effective leaders due to enhanced communication competence. This insight directly ties into the discourse on multi-language leadership, emphasizing the importance of not only linguistic proficiency but also the ability to navigate diverse cultural contexts for effective communication within global teams.

The study's findings, based on diverse populations in different countries and various leadership contexts, provide empirical evidence supporting the notion that leaders with extensive multicultural experiences are better equipped to lead effectively, especially in teams characterized by national diversity. This aligns with the thesis work on multi-language leadership, shedding light on how individuals with a rich array of multicultural experiences can leverage their communication competence to navigate the complexities of multinational teams.

While the research makes substantial contributions to understanding the link between multicultural experiences and leadership effectiveness, there remains potential for further exploration within the context of multi-language leadership. Future research inspired by this work could delve deeper into the specific ways in which leaders with diverse language skills and cultural competencies contribute to effective communication in global teams. Additionally, examining the longitudinal impact of such multicultural experiences on leadership effectiveness within multi-language settings could provide valuable insights for organizational strategies in the long term. The findings underscore the critical role of communication competence, offering practical implications for organizations seeking to cultivate effective leadership in the dynamic landscape of global and multilingual teams.

Summarize, there is a need for more in-depth exploration into how language proficiency and cultural understanding translate into specific leadership behaviors (Sadri et. al., 2011; Zander et. al., 2012). While the literature mentions the link between language skills and potential leadership resources, it lacks a detailed examination of the specific leadership styles or strategies that multilingual leaders employ to foster collaboration and overcome cultural differences (Tenzer & Pudelko, 2020). Understanding the nuanced ways in which language influences leadership can provide practical insights for both academic and managerial purposes.

Interplay Between Leadership Styles and Communication Accommodation Theory

The interplay between leadership styles, particularly in multilingual contexts, and Communication Accommodation Theory (CAT) forms a fascinating landscape where effective communication, cultural understanding, and leadership dynamics converge. Leadership styles play a critical role in shaping the communicative atmosphere within teams, and the extent to which leaders accommodate diverse linguistic backgrounds is crucial in fostering collaboration and overall team satisfaction.

Communication Accommodation Theory explains how individuals adjust their communication styles to align with others. In the context of leadership, this theory becomes particularly relevant as leaders navigate the complexities of multilingual teams. Leaders employing a convergence style, where they adapt their communication to match that of their team members, can create a more inclusive environment. This accommodation not only involves linguistic adjustments but also incorporates nonverbal cues, emphasizing a holistic approach to communication (Motschning et. al., 2016). On

the contrary, a divergence style, where leaders maintain their communication patterns distinct from their team, might result in a less cohesive team dynamic.

Scholar article by Zhang and Giles (2018) can be instrumental in our work by offering valuable insights into Communication Accommodation Theory (CAT) and its application in intercultural encounters. The narrative shared by Yan Bing, an individual from China, highlights how communication accommodation played a role in her frustrating interaction with a staff member due to assumptions about her English proficiency. Understanding the dynamics of such encounters through CAT can provide a lens to analyze and enhance communication strategies in a customer service context, revealing potential challenges and opportunities when dealing with linguistic and cultural diversity.

Furthermore, the second part of the article emphasizes the cultural variability dimension of individualism/collectivism, offering predictions about how individuals from different cultural backgrounds may respond to accommodative acts. This theoretical framework can be employed to assess and tailor customer service interactions based on cultural dimensions, ultimately enhancing customer satisfaction and communication effectiveness. The Zhang and Giles study's (2018) extension to intergenerational communication also hints at the relevance of CAT in understanding communication experiences across different age groups, providing a comprehensive framework for examining communication dynamics in customer service interactions involving individuals from various cultural and generational backgrounds.

Analyzed various literature sources, current study aims to explore nuanced relationship between leadership styles and CAT within multilingual customer service teams. By employing surveys from both agents and customers, the research seeks to gauge how leadership styles impact the quality of customer service. The application of CAT in this study involves understanding how leaders accommodate language and communication styles to meet the diverse needs of their teams. This entails examining the repercussions of such accommodation on team satisfaction, collaboration, and overall communication effectiveness. The expectations from this study are to untangle the complexities of leadership communication in multilingual settings, providing valuable insights for organizations aiming to enhance their global leadership strategies. The findings may guide leaders in optimizing their communication approaches, ensuring a harmonious and productive environment within multicultural teams.

Evidence between CQ framework and Leadership

Study by Deng and Gibson (2008) introduced a perspective to cross-cultural leadership research, focusing on the role of Cultural Intelligence (CQ) in the context of leadership effectiveness in China. The empirical data gathered through qualitative investigation contributes to a comprehensive understanding, surpassing traditional survey methods. The pragmatic value lies in its relevance to Western firms engaging in business in China, emphasizing the significance of considering an expatriate manager's CQ in selection and training. As CQ is a learnable skill, the study underscores the need for expatriate managers to prioritize its enhancement. Future research will explore deeper the data, especially the interplay of CQ with factors like emotional intelligence and transformational leadership. Additionally, the study aims to develop practical tools such as CQ assessment and training based on its findings, providing effective applications for expatriate leaders.

 The theoretical framework emphasized the predictive role of CQ, demonstrating that individuals with higher cultural intelligence perform better in intercultural tasks and exhibit lower burnout rates in multinational corporations (Moynihan et. al., 2006; Westman & Chia, 2008). This aligned with Ng, Van Dyne, and Ang's (2009) theoretical model, which emphasizes the critical role of Cultural Intelligence (CQ) in determining whether experiences translate into experiential learning and the development of global leaders.

Study provided by Shakeel & Saidalavi (2019) illustrated the critical role of Cultural Intelligence (CQ) in addressing the significant challenge of workplace diversity for global leaders. By examining major advances and emerging patterns in global leadership research, the findings underscore that cultural intelligence is a key determinant of success for leaders navigating cross-cultural workplaces, emphasizing its critical impact on overall effectiveness in such environments.

From two field studies (Kim & Van Dyne, 2012) extend beyond existing research, highlighting the significance of prior intercultural contact and cultural intelligence as essential criteria in the selection and training of individuals with international leadership potential. This is crucial, as both intercultural contact and cultural intelligence provide practical alternatives for managers to implement. Furthermore, the results indicating

moderated mediation, emphasize the heightened importance of prior intercultural contact when organizations aim to boost the international leadership potential of individuals from the majority or when selecting candidates for roles in multicultural envinronment.

In essence, the amalgamation of insights from various perspectives underscores the pivotal role of Cultural Intelligence (CQ) in shaping effective leadership in diverse and global contexts (Rokstuhl et. al., 2011; Kim & Van Dyne, 2011; Kim & Van Dyne, 2012). Together, these insights weave a coherent storyline, positioning CQ as a transformative force essential for navigating the intricacies of leadership in our interconnected and culturally diverse global landscape.

CHAPTER II. METHODOLOGY

RESEARCH METHODS

In this study, a mixed methods approach was employed to comprehensively investigate the dynamics of team leadership within a multicultural context. The research unfolded in two distinct phases, each contributing unique perspectives to the overall understanding.

In the initial phase, a thorough analysis of current literature pertaining to multicultural team leadership was conducted. This literature review laid the foundation for the subsequent exploration, providing a comprehensive understanding of existing knowledge in the field.

The second phase of the study delved into a qualitative examination of the intricate relationship between leadership style and the multi-language experiences within customer service teams. To capture a holistic view, various methods were employed, including:

Questionnaires: A set of carefully crafted questionnaires was distributed online among customer service team leaders and managements. These questionnaire was built to gather feedback on leadership styles employed within the team, providing valuable quantitative data.

Interviews: Leaders and team members were interviewed to gain valuable insights into their personal experiences. These qualitative interviews aimed to uncover nuanced aspects of leadership and multi-language dynamics that may not be captured by quantitative measures alone.

Observations: The study also involved direct observations of team interactions and communication practices within the customer service setting. This method allowed for a real-time exploration of how leadership styles and multi-language experiences manifest in day-to-day team dynamics.

By combining these diverse methods, the study aimed to offer a comprehensive and nuanced understanding of the intricate dynamics involved in leading multicultural customer service teams. The triangulation of data from literature analysis, questionnaires, interviews, and observations strengthened the validity and depth of the findings, contributing to a more comprehensive exploration of the research topic.

Questionnaire

Structure

The questionnaire comprised four sections:

Section 1: Demographic Information

Age, gender, office location, job position/title

Leadership-related questions:

Duration in the current leadership position

Number of languages used when working with teams, specifying which ones.

Section 2: Personal Leadership Style

Brief descriptions of leadership styles (Transformational, Transactional, Servant, Laissez-faire, Autocratic)

Followed by six questions on leadership style, cultural adaptability, communication facilitation, tools/strategies for effective communication, handling language barriers, and impact on feelings/behaviors.

Section 3: Impact on Team Performance

Four questions focused on leadership style's influence on team performance, employee engagement, measurement of leadership impact on customer service quality, and ensuring inclusivity.

Section 4: Open-ended Responses

Encouraged participants to share additional insights, experiences, and opinions related to leadership styles and communication practices.

Interviews

Free-form interviews were conducted for select leaders due to time constraints, providing in-depth insights, enriching the Results and Discussion sections. In this interview participated several Team Leaders and Managers.

Observations

As a Team Leader for over two years, personal observations based on daily activities, routines, and challenges were integrated into the research, offering a nuanced perspective on leadership in multilingual customer service teams.

This methodological approach aimed to capture a holistic understanding of leadership dynamics, incorporating quantitative data from surveys, qualitative insights from interviews, and experiential knowledge from personal observations.

PARTICIPANTS

The choice of doTERRA employees as participants in the study can be justified on several grounds. Firstly, doTERRA is a multinational company with a substantial presence in Hungary, employing over 250 individuals. The diverse workforce, supporting members in 19 languages, reflects a rich multilingual and multicultural environment, making it an ideal setting to investigate the impact of leadership styles and communication practices in a global context.

Secondly, doTERRA's Headquarter is located in Pleasant Grove, Utah, indicating its American origin. The U.S. Customer Service unit, as mentioned, supports not only domestic operations but also extends its services to several international regions, including European, Latin American, South Asian countries, and China. This global outreach broadens the scope of the study, allowing for insights into leadership styles and communication practices that transcend cultural and linguistic boundaries.

In essence, the diverse and international nature of doTERRA's workforce, coupled with its strategic geographical locations and extensive language support, makes its employees a relevant sample for examining the intricacies of leadership in multilingual customer service teams operating on a global scale.

1. Leadership doTERRA International in area of Customer Service (questionaires).

2. Team Leads and Managers in Contact Center doTERRA Budapest, Hungary (questionnaires, interview, observations).

Sampling Strategy: Participants for the questionnaire phase were purposefully selected to ensure a diverse representation of leaders and managers in Budapest and US with

substantial experience in multicultural customer service teams. The inclusion criteria involved individuals with a minimum of one year in a leadership role within the customer service domain. For the interview phase, a subset of participants was purposefully chosen to ensure a spectrum of perspectives and experiences.

Data Analysis Procedures

Quantitative data from the questionnaires were analyzed using descriptive statistics to identify patterns and trends. Thematic analysis was applied to qualitative data from interviews and observations, allowing for the identification of recurrent themes and nuanced insights. The integration of findings from different methods was accomplished through a comparative analysis, facilitating a comprehensive understanding of leadership dynamics.

Statistical analysis tools available within Google Forms to process and organize the collected data from questionnaire was used. Subsequently, Jupiter Notebook available online at https://cocalc.com was employed for comprehensive data visualization with Python code, aiding in the interpretation and presentation of the statistical findings.

Ethical Considerations

This study adhered to ethical guidelines, with participants providing informed consent prior to participation. Confidentiality and privacy were strictly maintained throughout the study. To minimize any potential harm, participants were assured that their responses would be anonymized and used solely for research purposes.

Triangulation

Triangulation was achieved by combining data from literature analysis, questionnaires, interviews, and observations. Any disparities or contradictions in findings were carefully examined and addressed to enhance the overall validity and reliability of the study.

Reflexivity

As a Team Leader with firsthand experience in the customer service setting, reflexivity was maintained by regularly reflecting on personal biases. Transparent documentation of observations and interpretations ensured that insights were grounded in the data rather than preconceived notions.

CHAPTER III. RESULTS

Quantitative findings

Demographic Data

The leadership-focused questionnaire was distributed to Management, resulting in 25 responses, from which 19 belongs to Team Leaders, and six – to Managers.
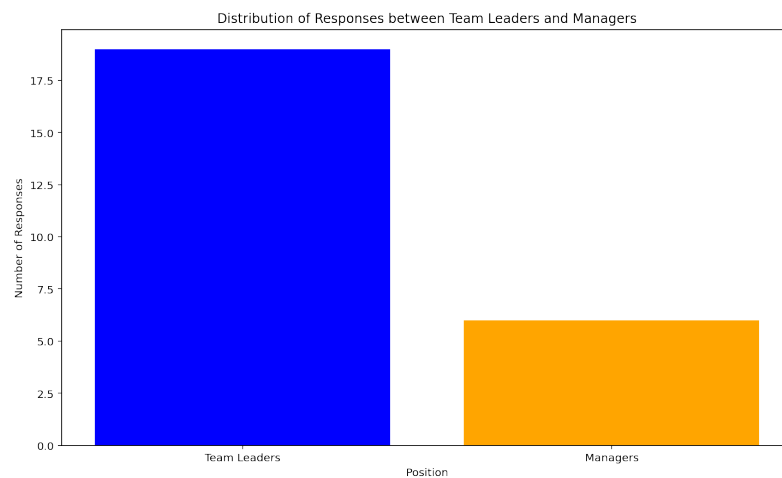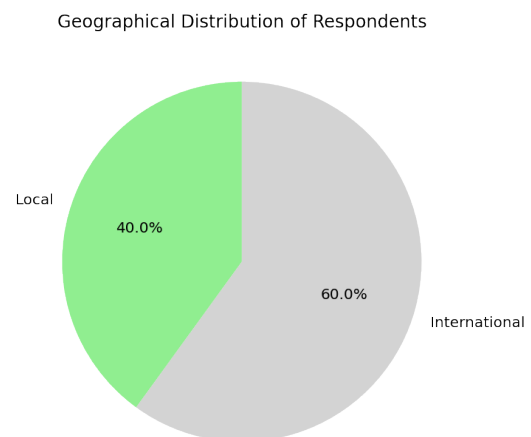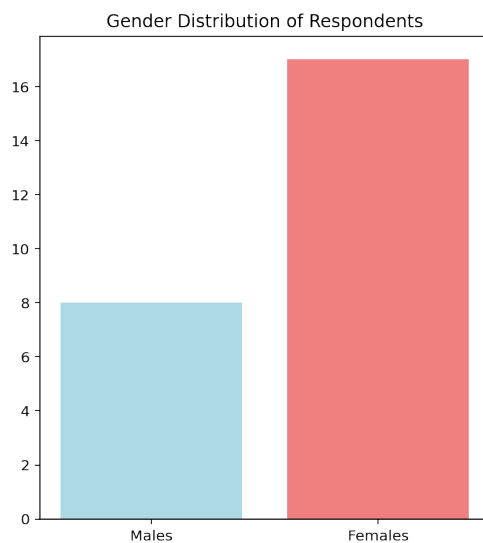

Figure 2. Respondents Position

The respondents comprised 8 males and 17 females. Geographically, 40% of the participants were based in Budapest, Hungary, while the remaining 60% were located in the US, specifically in Utah.

Figures 3 and 4: gender and country
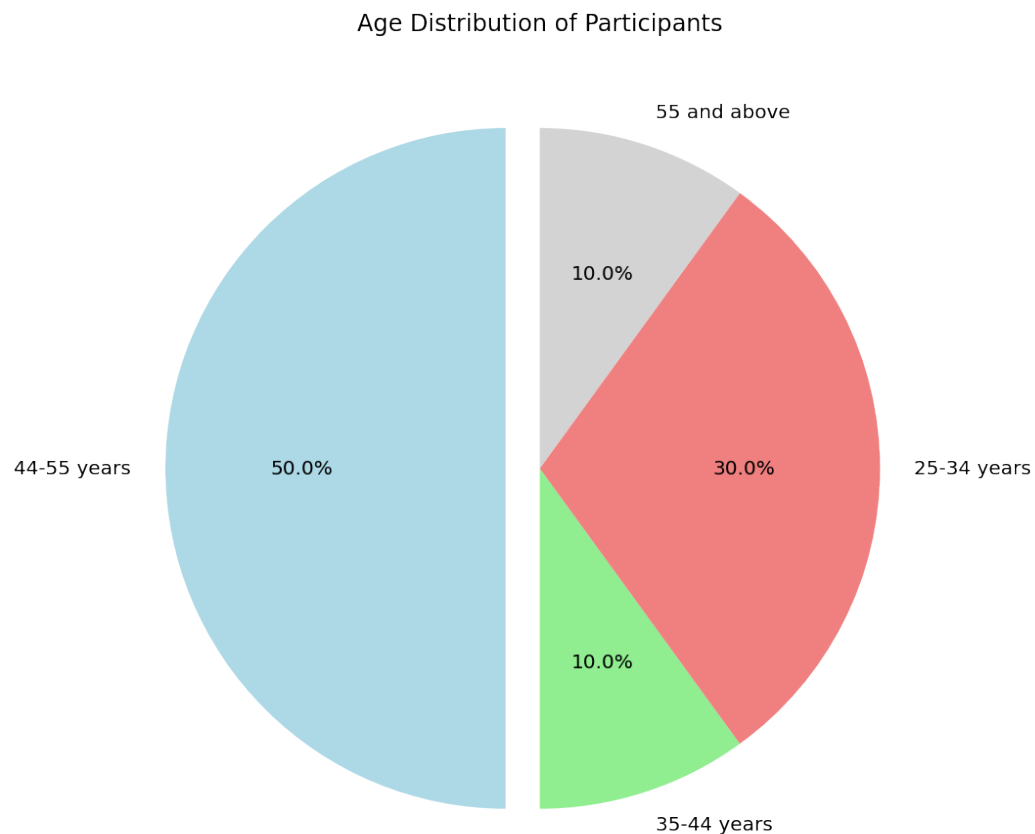
Age Distribution of Participants

Figure 5: age of participants

Question: How many languages do you use when working with teams?

In response to the question regarding the number of languages used when working with teams, the participants' linguistic diversity was analyzed:

1. 40% of respondents use one language, which includes English, Spanish, and Portuguese.

2. 40% use two languages, such as English/Hungarian, English/Mandarin, English/Italian, English/Russian, and English/French.

3. 20% use three languages, incorporating combinations like English/Hungarian/Romanian and English/Russian/Hungarian, as well as English/Hebrew.
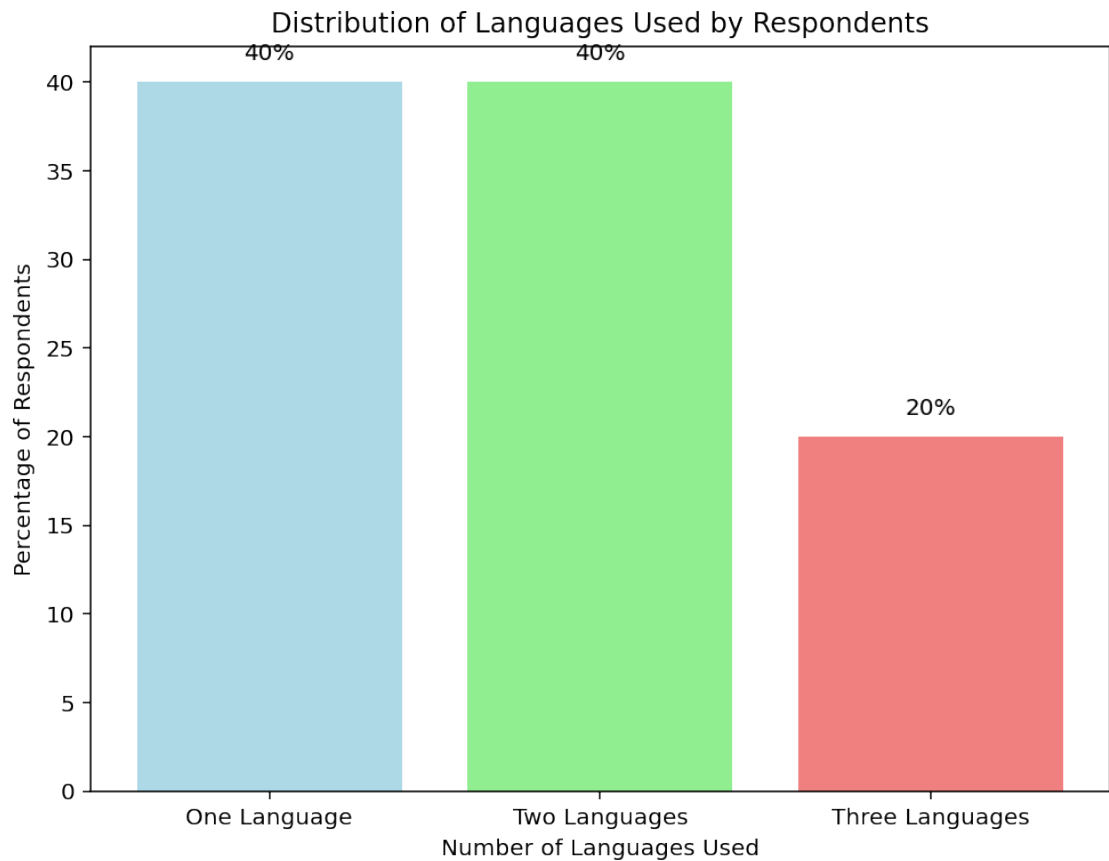
Figure 6: languages used by respondents

Some respondents mentioned using more than three languages, accompanied by remarks indicating that proficiency levels varied. For instance, German and Russian were mentioned in addition to the main languages of English and Slovak, though not all were spoken with equal fluency.

The discussion about the number of languages used by participants highlights language accommodation. In CAT, accommodation refers to the adjustments individuals make in their communication to align with others. The participants in your text adapt by using varying numbers of languages, and this can be seen as a form of linguistic accommodation.

Leadership Styles:

Servant Leadership: Seven respondents articulated their leadership style as Servant. This approach, as conveyed by participants, unfolds as a nuanced strategy centered on prioritizing the needs and well-being of team members. It is characterized by the

cultivation of a culture fostering trust and empowerment. Leaders employing this style underscore individual growth and development, recognizing the pivotal role of a content and motivated team in both collective success and personal advancement.

Transformational Leadership Style: The Transformational Leadership Style, intertwined with elements of Servant Leadership, accentuates the significance of surpassing basic job requirements. Six participants embracing this approach inspire their teams to align with perceived abilities, nurturing a culture of continuous improvement. The emphasis on empathy, genuine connections, and addressing individual concerns signifies a holistic approach to leadership.

Transactional Leadership: Identified as a prominent style, Transactional Leadership centers on explicit performance expectations and issue resolution. Three leaders predominantly defined their style as Transactional. The dedication to routine tasks and the use of a daily job planner denote a structured approach prioritizing adherence to standards and guidelines. The emphasis on promptly addressing problems aligns with the transactional nature inherent in this leadership style.

Mixed Leadership Style: Nine participants acknowledged that their leadership style encompasses various styles, with some incorporating elements from all styles or at least three of the mentioned styles. Combinations range widely, such as "all in one," "transactional/laissez-faire/servant," and "authoritarian in some cases, transactional and transformational mostly."
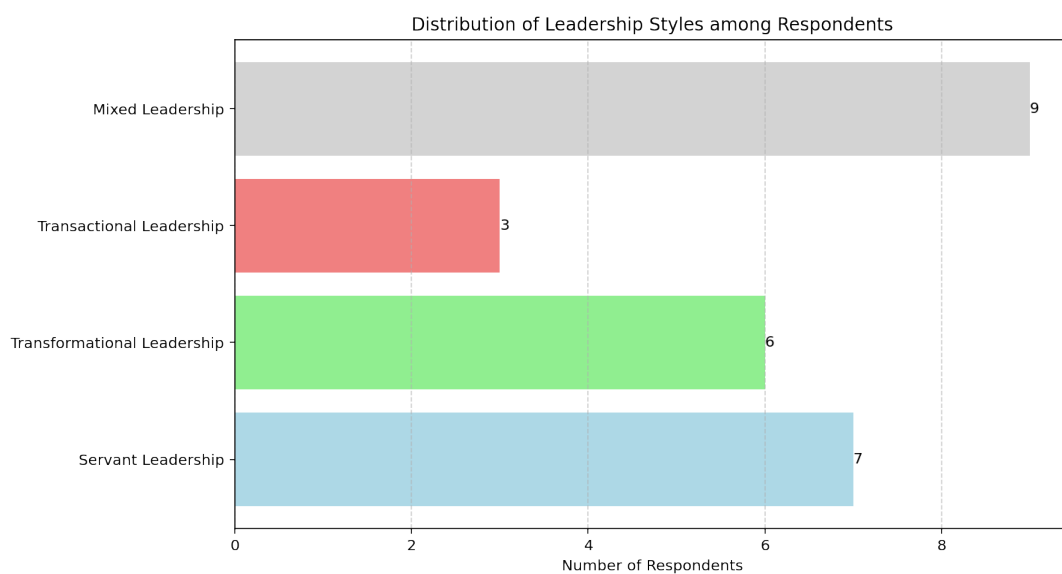

Figure 7: Distribution of leadership styles

Direct citation: „*I feel like I do a bit from each of these. The most heavy one though is the Transactional Leadership. Given that there are already clear performance expectations, that we hold all agents to, I lean on that the most. However, I recognize that there are things I don't know, so then I do a bit of Servant Leadership. My role is to support someone else's role. How can I do that if I'm not a "servant" to them? I listen and collaborate to help them meet their expected performance standards.*" This passage illustrates the nuanced and blended nature of participants' leadership approaches.

The acknowledgment that some leaders adopt a nuanced and blended approach, incorporating elements from different leadership styles, aligns with the concept of convergence in CAT. Convergence occurs when individuals adapt their communication to be more similar to that of others. In this context, leaders converge by incorporating various leadership styles into their approach.

Leaders emphasize also encouragement with the 3 E's: (Empathy, Effort, Education) style involves a distinctive amalgamation of inspiration, education, and empathy. Leaders applying this style actively motivate their agents through creative means, like showcasing motivational videos. The emphasis on individual work plans, continuous training, and team collaboration reflects an approach aimed at enhancing motivation, morale, and overall team performance.

Impact on Cultural and Linguistic Diversity:

In the realm of diverse language environments, contemporary leaders encounter challenges, particularly when lacking proficiency in the primary language of their subordinates: "*I have a handful of French-speaking agents that assist our French members. I don't know French, so I come to them a lot to have them help me understand and fill in a lot of blanks. Translation services only get me so far.*" In these instances, responder align with the suggestion that they actively seek tools to overcome misunderstandings and navigate efficiently.

On the topic of cultural differences, responses vary. Some participants highlight significant variations in leadership styles based on cultural diversity, particularly when dealing with employees from different regions. However, an opposing viewpoint is also

evident, with some responders emphasizing a commitment to flexibility in leadership styles, recognizing that adaptability is crucial for effective leadership.

Of the 25 participants, 15 explicitly acknowledged and addressed linguistic challenges within their teams. They actively support agents facing difficulties with the English language by providing additional tools for assistance. Moreover, respondents express a commitment to aiding both younger and older team members in their learning and understanding processes, showcasing a dedication to fostering a supportive and inclusive work environment.

Acknowledgment of Individual Needs:

Respondents acknowledge the individual needs arising from diverse cultural backgrounds and growth environments. This recognition underscores the importance of adopting a leadership approach that considers the unique perspectives and requirements of each team member.
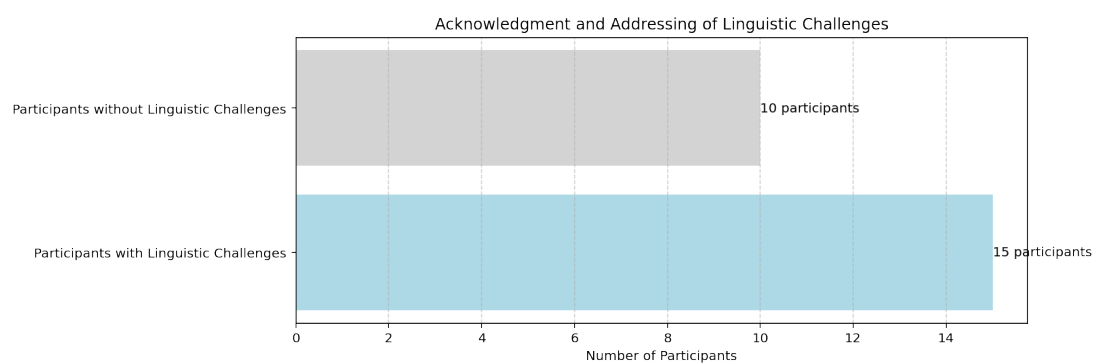

Figure 8: linguistic challenges

Flexibility in Leadership Styles:

The acknowledgment that leadership styles may vary based on cultural similarities or differences demonstrates an understanding of the need for flexibility. Effective leaders recognize that adapting their approach to the cultural context enhances communication and collaboration within the team.

As has been mentioned by one of participants: *„As humbly as possibly, I think I'm a really great leader. I think because I do well at a few different management styles, I'm able to adapt to the right situation".*

Language as a Unifying Factor:

Some teams opt for a common language, such as English or Spanish, to overcome language barriers. This strategy promotes unity within the team, ensuring that communication is seamless and consistent across all members.

Communication Strategies

Universal Language:

The use of a universal language, predominantly English, emerges as a key communication strategy. This approach facilitates clear and effective communication among team members, irrespective of their linguistic backgrounds.

Bilingual Communication:

Bilingual communication strategies involve the use of multiple languages, translation tools, and a commitment to cultural sensitivity. Respondents highlight the importance of avoiding jargon and utilizing online translators to ensure that communication is inclusive and easily understood by all team members.

Cultural Sensitivity:

The emphasis on empathy and consideration of cultural backgrounds underscores the significance of cultural sensitivity in communication. Leaders recognize the importance of adapting communication styles to align with the cultural expectations of their team members.

Handling Language Barriers

Proactive Measures:

Proactive measures to handle language barriers include regular check-ins, clarifying doubts, and using interpreters or online translation tools. This approach ensures that potential misunderstandings are addressed promptly, fostering a culture of clear and effective communication.

Educational Approaches

Education plays a crucial role in overcoming language barriers. Leaders employ a combination of team and individual education sessions to ensure that all team members are on the same page regarding market updates, processes, and standards. This proactive approach contributes to a shared understanding within the team.

Leadership Style and Team Performance

Positive Atmosphere:

The adoption of leadership styles that foster a trusting and friendly atmosphere is noted to positively influence agent behavior. When agents feel supported and motivated, they are more likely to exhibit kindness and empathy toward customers.

Encouraging Ownership:

Empowering agents to take ownership of their efforts is identified as a key factor contributing to overall team performance. The leaders who encourage agents to take charge of their responsibilities, educate them on promotions and new items, and foster an environment of continuous learning contribute to a proactive and engaged team.

Alignment with Company Values:

Aligning leadership styles with company goals, values, and policies creates a positive and collaborative work environment. Leaders who emphasize the importance of excellent service and reinforce the company's culture and values contribute to a cohesive team with a shared purpose.

Impact on Employee Engagement

Open Communication:

Leadership styles that foster open discussions and constant feedback positively influence employee engagement. Respondents emphasize the importance of attentive leadership that encourages team members to express their thoughts and concerns freely, contributing to a culture of open communication.

Lead by Example:

Emphasizing positive leadership traits and setting an example through effective communication are recognized as powerful strategies. Leaders who actively engage in positive communication not only inspire their team members but also cultivate an environment characterized by collaboration and a shared sense of responsibility. Through these actions, leaders contribute significantly to the development of a cohesive and motivated team, reinforcing qualities that strengthen the overall dynamics of the team.

Recognition and Support:

In the realm of enhancing employee engagement, acknowledging accomplishments is a basic aspect that contributes to promoting a positive workplace culture. According answers, leaders ensure in who take the time to recognize individual and collective achievements not only boost morale but also establish a culture where employees feel appreciated and acknowledged for their contributions. This recognition serves as a powerful motivator, encouraging employees to actively participate and invest in their roles. Moreover, offering consistent support, whether through mentorship programs or professional development opportunities, demonstrates a commitment to the growth and well-being of team members, further strengthening their engagement.

Leaders who champion a team-centric philosophy go beyond individual recognition, emphasizing the collaborative achievements of the entire team. They emphasized, that this approach fosters a sense of c shared success, reinforcing the idea that every team member plays a crucial role in the overall accomplishments. Additionally, leaders showcasing empathy and providing positive education contribute to creating a workplace environment where employees feel not only supported in their professional endeavors but also understood on a personal level.
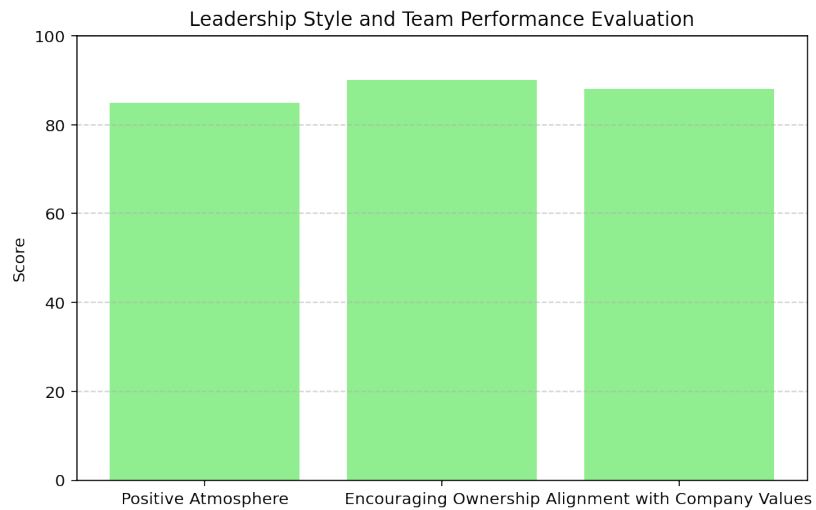
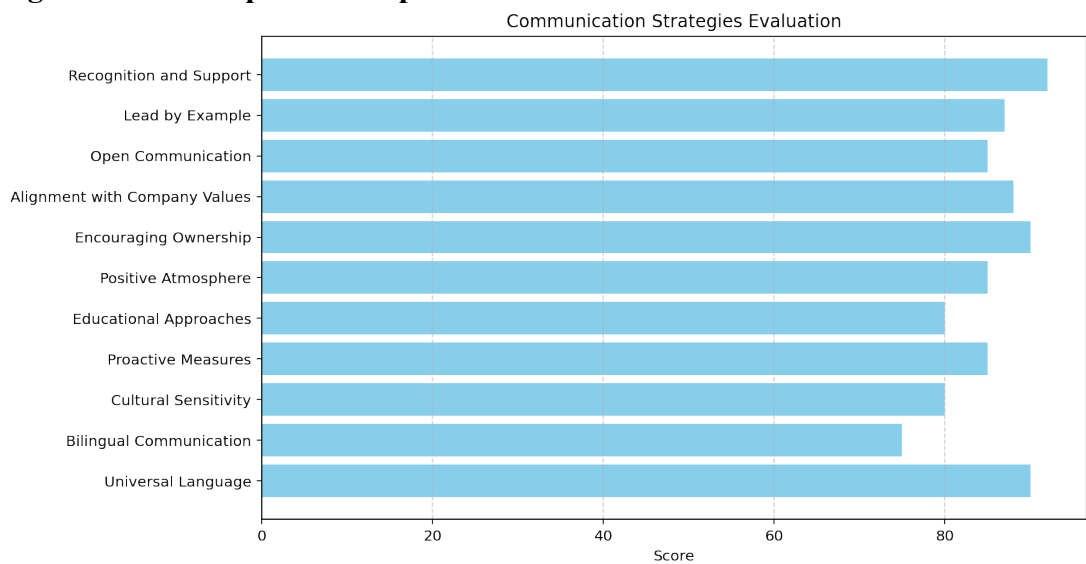**Figure 9: leadership and team performance**
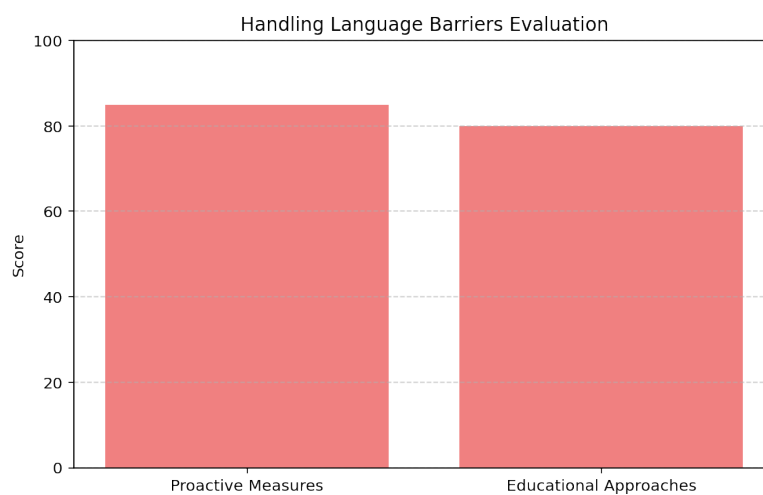

Figure 10: communication strategies

Figure 11: language barriers handling
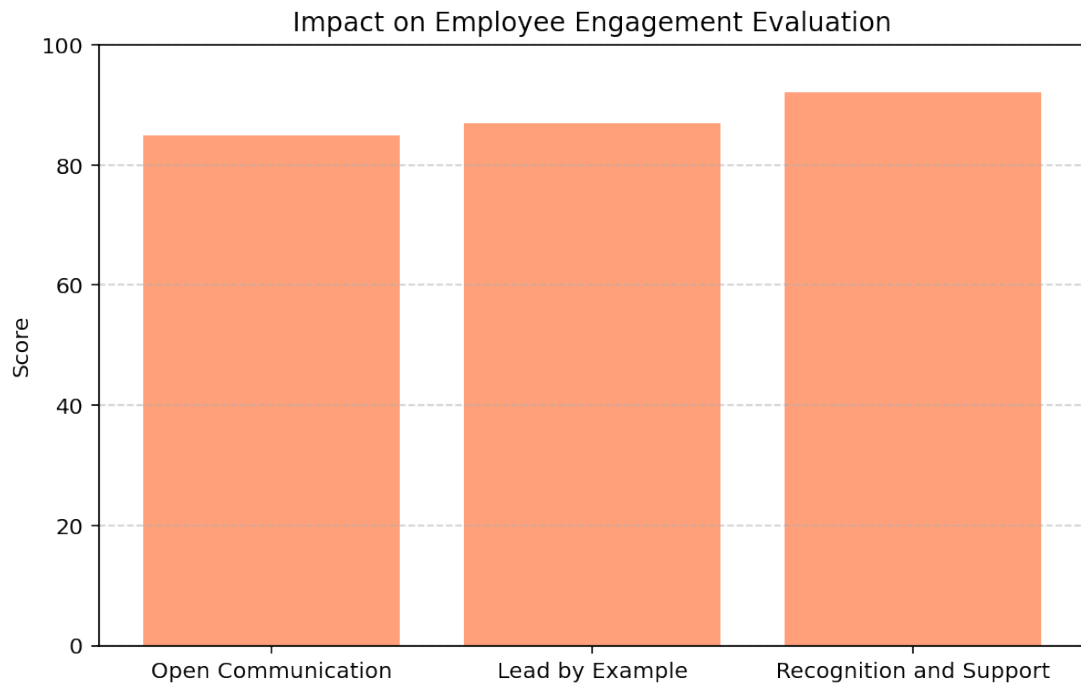
Figure 12: employee engagement

Additional Insights on Leadership in a Multilingual Context

1. Cultural Training and Team Building:

The recognition that different cultural and language backgrounds can lead to varied approaches to problem-solving suggests a need for cultural training and team-building activities. These initiatives could enhance communication and understanding among team members.

2. Emphasis on Mental Health and Well-being:

The acknowledgment of agents facing challenges related to motivation and enthusiasm underscores the importance of mental health in a multilingual customer service context. Leaders may explore strategies to address well-being and maintain a positive work environment.

3. Language Learning Opportunities:

The suggestion to create scenarios in the knowledge base for language learning during y-jacking indicates a proactive approach to improving language proficiency. Incorporating language learning opportunities into regular activities can contribute to skill enhancement.

Language learning opportunities can be seen as a form of accommodation through overaccommodation, where leaders go beyond the linguistic status quo to support language development. This aligns with CAT's idea of exceeding communication expectations to enhance inclusivity.
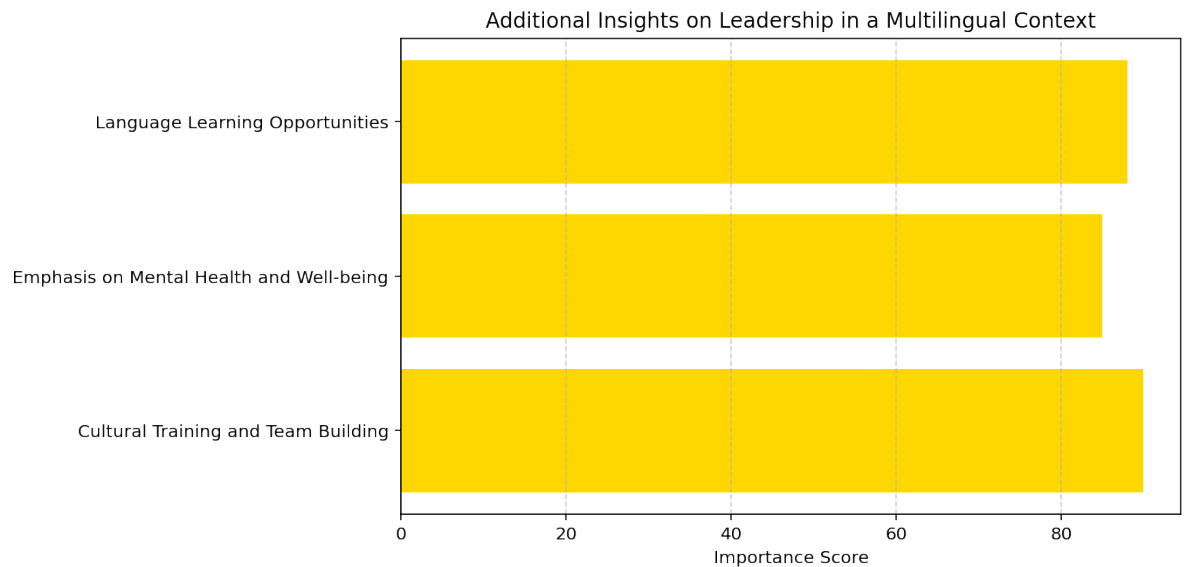
Figure 13: additional insights

Areas for Further Exploration in Leadership Studies

In the final section of questionnaire, leaders proposed possible themes for future research, and their voice is valuable. Theynamed and outlined following categories:

Long-Term Effects of Leadership Styles: Investigating the long-term effects of different leadership styles in multilingual contexts would provide valuable insights into sustainable leadership practices. Understanding how certain approaches contribute to team cohesion, employee retention, and overall organizational success over an extended period can guide leaders in adopting strategies that stand the test of time.

Impact of Linguistic Inclusivity on Innovation: Exploring the direct correlation between linguistic inclusivity in leadership and innovation within teams could uncover the potential of diverse language backgrounds in problem-solving and creativity. This research could investigate how leaders who actively promote linguistic inclusivity contribute to a culture of innovation and whether it leads to a competitive advantage for the organization.

Cross-Industry Comparative Studies: Conducting comparative studies across various industries would enrich our understanding of the applicability and effectiveness of leadership styles in multilingual settings. Different sectors may have unique challenges and opportunities, and studying these variations can provide tailored insights for leaders in specific domains.

Role of Emotional Intelligence in Multilingual Leadership: The role of emotional intelligence in navigating linguistic diversity within leadership is an area that warrants further exploration. Understanding how leaders with high emotional intelligence effectively manage diverse teams, handle potential conflicts arising from cultural differences, and foster positive team dynamics can contribute to refining leadership models.

Multigenerational Dynamics in Multilingual Teams: Given the increasingly diverse age groups in the workforce, studying the dynamics of multigenerational teams in multilingual contexts becomes essential. Exploring how different generations perceive and respond to leadership styles, communication strategies, and linguistic inclusivity can provide practical guidance for leaders aiming to create inclusive environments.

Leadership in Crisis Situations: Examining leadership styles and strategies in crisis situations within multilingual teams is a crucial avenue for exploration. Understanding how leaders effectively communicate, make decisions, and maintain team cohesion during challenging times can offer valuable lessons for crisis management in diverse work environments.

Impact of Linguistic Diversity on Employee Well-being: Exploring the impact of linguistic diversity on employee well-being and mental health is a pressing area for research. Understanding how language-related challenges may affect the overall well-being of team members can inform leaders about the importance of support systems and interventions to create a healthy work environment.

These additional insights highlight the dynamic nature of leadership in multilingual customer service teams. Leaders actively employ negotiation, empowerment, and motivation strategies while navigating challenges related to motivation, personal issues, and workplace changes. Ensuring inclusivity involves respecting professional degrees,

navigating cultural differences, and evaluating team members based on performance.
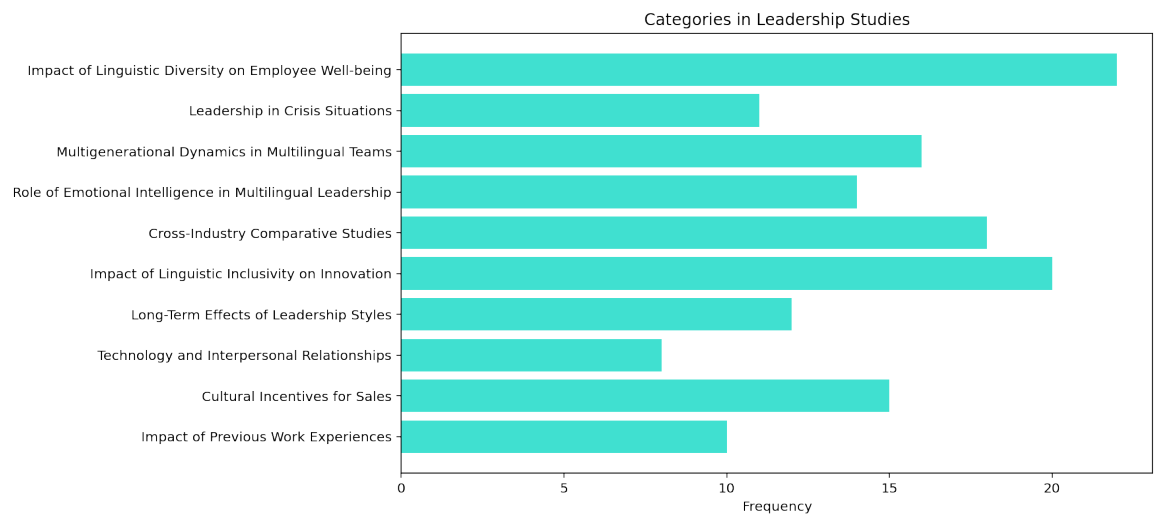
Figure 14: categories in lidership studies

The emphasis on cultural training, mental health awareness, and language learning opportunities suggests avenues for continuous improvement in leadership practices within a multilingual context.

Qualitative findings

The qualitative findings from interviews with leaders provided in-depth insights into their personal approaches to multilanguage leadership. Leaders were given the opportunity to articulate their experiences, challenges, and strategies in managing teams with diverse linguistic backgrounds. The interview process revealed the following key themes:

Adaptive Leadership Approaches: Leaders described adaptive approaches to multilanguage leadership, highlighting the need to tailor their communication styles based on the linguistic and cultural diversity of their teams. This adaptability was seen as essential for effective team collaboration and understanding.

Navigating Linguistic Challenges: Respondents shared specific strategies employed to navigate linguistic challenges within their teams. This included the use of translation

tools, regular check-ins, and fostering an environment where team members felt comfortable seeking clarification on language-related issues.

Emphasis on Empathy: Several leaders emphasized the importance of empathy in their leadership styles, acknowledging the unique linguistic challenges faced by team members. Leaders described efforts to create an inclusive environment where team members felt supported, regardless of their language proficiency.

Recognition of Individual Needs: Leaders frequently mentioned the recognition of individual needs arising from diverse cultural backgrounds. This awareness underscored the importance of adopting leadership approaches that consider the unique perspectives and requirements of each team member.

Cultural Training and Team Building: Some leaders discussed the implementation of cultural training and team-building activities to enhance communication and understanding among team members. These initiatives aimed to bridge cultural gaps and foster a collaborative work environment.

The observational component of the study provided valuable insights into the leadership styles in action within multilingual teams. Notably, observations indicated that a laissez-faire leadership style was perceived to be leaning towards harmful effects. This style, relying heavily on self-control and individual responsibility of participants, was observed to have potential drawbacks, such as:

Potential for Miscommunication: The hands-off nature of laissez-faire leadership observed in some instances raised concerns about the potential for miscommunication within teams. The lack of explicit guidance and supervision could result in varied interpretations of tasks and expectations.

Challenges in Coordination: Observations highlighted challenges in coordination within teams led by laissez-faire leaders. The reliance on self-directed initiatives could lead to a lack of alignment in team efforts, impacting overall efficiency and goal attainment.

Need for Balancing Autonomy: While autonomy is a key aspect of laissez-faire leadership, the observations underscored the importance of striking a balance. Leaders need to provide sufficient autonomy while maintaining a level of guidance and support to ensure the effective functioning of the team.

Tribalism and Nepotism: The hands-off nature of laissez-faire leadership, when not accompanied by a robust system of checks and balances, led to the formation of informal groups or "tribes" within teams. These tribes, driven by personal affiliations and allegiances, could result in favoritism and nepotism, where certain individuals received preferential treatment.

Impact on Employee Dynamics: The observed tribalism had detrimental effects on employee dynamics, with instances of exclusion, favoritism, and potential bullying. Employees who did not align with specific tribes faced challenges in integration and cooperation, impacting their overall work experience and potentially leading to a toxic atmosphere.

Role of Company Culture and Upper Management: The observations underscored the pivotal role of company culture and upper management in mitigating the negative consequences of laissez-faire leadership. Companies with a strong commitment to inclusivity, diversity, and fairness were observed to counteract the negative effects by fostering a culture that values collaboration and discourages favoritism.

Intervention to Address Bullying: Instances of bullying, particularly towards employees not aligned with specific tribes, highlighted the need for intervention. Observations suggested that proactive measures, such as anti-bullying policies, awareness campaigns, and support systems, were essential in creating a safe and healthy work environment.

Leadership Alignment with Company Values: The alignment of leadership, including upper management, with company values played a crucial role in mitigating tribalism and nepotism. Observations indicated that when leaders actively promoted a culture of fairness and inclusivity, it positively influenced team dynamics and reduced the negative impact of laissez-faire leadership.

In the domain of multilingual leadership, the significance of empowerment echoed consistently in the insights derived from leaders during interviews. Leaders underscored the pivotal role of empowerment in cultivating a thriving and collaborative multilingual team. The empowerment paradigm was articulated as a cornerstone for nurturing an environment where team members, regardless of their linguistic background, feel empowered to contribute actively and take ownership of their responsibilities. Leaders emphasized that providing decision-making authority and autonomy to team members not

only fosters a sense of responsibility but also harnesses the diverse skills and perspectives inherent in a multilingual team. This approach to empowerment was seen as instrumental in breaking down language-related barriers and promoting a culture of inclusivity where every team member feels valued, as confirmed by scope of studies (Nauman et. al., 2009 ; Liu, 2015; Llorente-Alonso et. al., 2023).

The role of empowerment in fostering innovation within multilingual teams was a recurrent theme. Leaders highlighted that empowering team members to voice their ideas and opinions, irrespective of language proficiency, stimulates creativity and problem-solving. By acknowledging and leveraging the unique strengths that each individual brings to the team, leaders described how empowerment contributes to a dynamic and innovative work environment. This aspect of empowerment aligns with the broader goal of creating a workplace culture where linguistic diversity is not merely tolerated but actively embraced as a source of creativity and competitive advantage.

Leaders also discussed the role of empowerment in building trust and rapport within multilingual teams. The act of empowering team members sends a strong signal of trust in their abilities, fostering a positive team dynamic. Leaders shared instances where empowering team members resulted in increased job satisfaction, motivation, and a sense of belonging. Moreover, the empowerment approach was deemed essential in mitigating potential language-induced emotions, as team members felt supported and valued, contributing to a healthier and more resilient team culture.

In conclusion, the interviews with leaders highlighted the integral role of empowerment in shaping effective multilingual leadership. As leaders actively advocate for empowering their teams, it not only enhances individual and collective performance but also contributes to the overall success and sustainability of the multilingual team in a globalized professional landscape

The qualitative findings from interviews with leaders provided in-depth insights into their personal approaches to multilanguage leadership, offering a comprehensive understanding of the challenges and strategies employed in managing teams with diverse linguistic backgrounds. Leaders emphasized the necessity of adaptive approaches, showcasing their ability to tailor communication styles based on the linguistic and cultural diversity of their teams. This adaptability was not only recognized but deemed essential for effective team collaboration and understanding. The interview process unearthed rich

narratives on navigating linguistic challenges, with leaders sharing specific strategies such as the use of translation tools, regular check-ins, and fostering an inclusive environment where team members felt comfortable seeking clarification on language-related issues.

Furthermore, the qualitative findings underscored the emphasis on empathy within leadership styles, acknowledging the unique linguistic challenges faced by team members. Leaders described efforts to create an inclusive environment where team members felt supported, irrespective of their language proficiency. Additionally, the recognition of individual needs arising from diverse cultural backgrounds was a recurring theme, highlighting the importance of leadership approaches that consider the unique perspectives and requirements of each team member. Some leaders also discussed implementing cultural training and team-building activities to enhance communication and understanding among team members, aiming to bridge cultural gaps and foster a collaborative work environment.

The observational component of the study complemented these qualitative findings by providing tangible insights into leadership styles in action within multilingual teams. Notably, observations revealed potential drawbacks associated with a laissez-faire leadership style. The hands-off nature of this style raised concerns about the potential for miscommunication within teams and highlighted challenges in coordination. The need for balancing autonomy was evident, emphasizing the importance of providing sufficient autonomy while maintaining a level of guidance and support to ensure effective team functioning.

The observations also illuminated the potential negative consequences of laissez-faire leadership, including the formation of informal groups or "tribes" within teams, driven by personal affiliations and allegiances. This tribalism had detrimental effects on employee dynamics, leading to instances of exclusion, favoritism, and potential bullying. The role of company culture and upper management emerged as crucial in mitigating these negative consequences, with an emphasis on fostering a culture that values collaboration and discourages favoritism.

Interventions to address bullying, such as anti-bullying policies, awareness campaigns, and support systems, were identified as essential for creating a safe and healthy work environment. The alignment of leadership, including upper management, with company values played a crucial role in mitigating tribalism and nepotism, positively influencing

team dynamics. In conclusion, these qualitative findings provide a nuanced understanding of multilingual leadership within the context of a Contact Center and customer support, offering valuable insights for organizations aiming to optimize their performance in diverse and multilingual settings.

CHAPTER IV. DISCUSSION

Primary Findings

The combination of quantitative and qualitative findings offered a comprehensive perspective on the relationship between language diversity and leadership effectiveness. Also it showed that based on servant leadership style, but mixed style can more efficiently influence on team performance.

The synthesis of these findings and the literature review underscores the importance of nuanced, inclusive, and culturally intelligent leadership in the dynamic context of multilingual customer service teams. It provides actionable recommendations for leaders to navigate challenges, leverage language proficiency, and foster effective communication within diverse and globalized work environments.

Managers emphasize the significance of fostering flexibility within teams by recognizing and appreciating individual differences and diverse working styles. It is caused by necessity to balancing and make different choices (Yukl et. al., 2004), because innovation requires mental flexibility of leaders (Theilacker et al., 2020). Rather than adopting a uniform or one-size-fits-all approach to management, they stress the value of tailoring leadership strategies to accommodate the unique strengths, preferences, and needs of team members. This approach aims to create a more inclusive and adaptive work environment, where individuals are empowered to contribute effectively based on their distinctive qualities and work methodologies. Jones propose to call it as „Reflective hybrid approach" (Jones, 2018). By embracing flexibility and acknowledging the diversity within teams, managers strive to optimize collaboration and productivity, ultimately enhancing the overall success of the team.

Language as a Unifying Factor

This section aligns with CAT's convergence concept, where teams opt for a common language to overcome language barriers, emphasizing unity in communication styles across team members.

Communication Strategies

Universal Language:

The use of a universal language, predominantly English, resonates with CAT's convergence, where a shared language facilitates clear and effective communication, minimizing linguistic diversity challenges.

Bilingual Communication:

The bilingual communication strategies, including translation tools and cultural sensitivity, reflect accommodation through divergence, as team members adapt their communication styles to include multiple languages and ensure inclusivity.

Cultural Sensitivity

Emphasizing empathy and considering cultural backgrounds aligns with CAT's accommodation theory, recognizing the need to adjust communication styles based on the cultural expectations of team members.

Handling Language Barriers

Proactive Measures:

Proactive measures to handle language barriers, including regular check-ins and clarifications, demonstrate convergence as individuals adjust their communication to prevent misunderstandings and promote effective communication.

Educational Approaches

Education as a means to overcome language barriers aligns with convergence, as team and individual education sessions contribute to a shared understanding, fostering effective communication within the team.

Leadership Style and Team Performance

Positive Atmosphere:

Leadership styles fostering a trusting atmosphere and positive communication align with CAT's convergence, encouraging team members to align their behavior and communication with positive leadership approaches.

Encouraging Ownership:

Empowering agents to take ownership aligns with CAT's convergence, as leaders encourage team members to adapt their behaviors and take charge of responsibilities, contributing to a proactive and engaged team.

Alignment with Company Values:

Leaders aligning their styles with company values reflects convergence, creating a positive work environment where team members converge toward shared goals and values.

Impact on Employee Engagement

Open Communication:

Leadership styles fostering open communication align with CAT's convergence, encouraging team members to adjust their communication styles to engage in open discussions and provide feedback.

Lead by Example:

Leading by example and positive communication align with CAT's convergence, influencing team members to converge their communication styles toward positive interactions and collaboration.

Recognition and Support:

Recognizing achievements and providing support align with CAT's convergence, creating a positive team-oriented environment where team members converge in their commitment and engagement.

Additional Insights on Leadership in a Multilingual Context

Cultural Training and Team Building:

Recognition of varied cultural approaches suggests divergence in communication styles, highlighting the need for cultural training and team-building activities to accommodate diverse perspectives.

Emphasis on Mental Health and Well-being:

Acknowledgment of challenges related to motivation underscores the importance of considering individual differences and diverging communication styles to address well-being issues effectively.

Language Learning Opportunities

Creating scenarios for language learning reflects accommodation through divergence, recognizing the need to adapt communication styles by incorporating language learning opportunities.

Areas for Further Exploration in Leadership Studies

Impact of Previous Work Experiences:

Exploring how leaders navigate and adapt their approaches based on past work experiences aligns with CAT's accommodation, as leaders adjust their communication styles to suit the unique context shaped by their experiences.

Cultural Incentives for Sales:

Exploring the impact of culture-specific incentives reflects accommodation, recognizing the need for leaders to adapt motivational strategies based on cultural nuances to enhance sales performance.

Technology and Interpersonal Relationships:

Examining the balance between technology and interpersonal connections aligns with accommodation, acknowledging the potential need for leaders to adapt communication styles to maintain meaningful relationships in a technological context.

Synthesizing Qualitative Insights for New Theoretical Development

Crafting a new theory becomes imperative as we synthesize findings from qualitative interviews and observational insights. This necessity arises from the intricate interplay between leadership styles, linguistic diversity, and team dynamics. The qualitative findings provide a comprehensive understanding that showcases a nuanced application of both convergence and divergence strategies within the established framework of Communication Accommodation Theory (CAT). Interviews and observations reveal that leaders and teams adeptly adjust their communication styles to accommodate diverse

linguistic backgrounds, fostering inclusive and effective communication environments. The synthesis of these findings is crucial for unveiling patterns, nuances, and potential gaps in current leadership theories, prompting the need for a novel and more tailored approach.

Deepening Understanding through Qualitative Insights:

In summary, while the recognition of the dynamic nature of leadership practices within a multilingual context aligns seamlessly with the central tenets of CAT, the qualitative insights offer a deeper layer of understanding. They provide a unique lens into the lived experiences of leaders and teams grappling with linguistic diversity. This synthesis lays the groundwork for the development of a new theoretical framework that not only acknowledges the intricacies of multilingual leadership but also proposes innovative strategies to navigate and leverage linguistic diversity effectively.

Triangulation, Synthesis, and Theoretical Evolution

Triangulation, achieved through the convergence of data from literature analysis, questionnaires, interviews, and observations, played a cruicial role in the research process. Systematically examining and addressing disparities or contradictions in findings bolstered the overall validity and reliability of the study. The synthesis of qualitative findings enriches our understanding of multilingual leadership within the framework of CAT, propelling the evolution towards a more specialized and applicable theory. The emergence of LILF (Linguistic Inclusivity Leadership Framework) stands as a testament to the ever-evolving nature of leadership theories. LILF offers a comprehensive guide for leaders navigating the intricacies of linguistic diversity, promoting inclusivity, collaboration, and effective communication within global teams.

LINGUISTIC INCLUSIVITY LEADERSHIP FRAMEWORK (LILF): BRINGING CULTURAL INTELLIGENCE AND COMMUNICATION ACCOMODATION THEORY

The Linguistic Inclusivity Leadership Framework (LILF) represents an innovative approach to leadership that addresses the complexities of today's diverse and interconnected global teams. Rooted in the foundational principles of Cultural Intelligence (CQ) and Communication Accommodation Theory (CAT), this framework

offers a nuanced perspective on how leaders can navigate the intricate web of cultural and linguistic diversity within their teams.

Theoretical Foundations

Cultural Intelligence (CQ)

Cultural Intelligence, as coined by Earley and Ang (2003), refers to an individual's capability to function effectively in culturally diverse settings. It involves four key components: metacognitive CQ (thinking about cultural issues), cognitive CQ (knowledge about cultural norms), motivational CQ (the willingness to adapt), and behavioral CQ (actual behavioral adjustments). In the context of the Linguistic Inclusivity Leadership Framework, CQ serves as the overarching theoretical foundation, guiding leaders in understanding, adapting to, and leveraging cultural diversity within their teams.

Communication Accommodation Theory (CAT)

Communication Accommodation Theory, developed by Howard Giles (1973), posits that individuals adjust their communication styles to align with others, emphasizing the dynamic nature of communication and its impact on social interactions. CAT introduces concepts like convergence (adjusting to be more similar to others) and divergence (emphasizing differences in communication). In the leadership framework, CAT serves as a lens through which leaders can comprehend and navigate the intricacies of communication styles within multicultural teams.

In the synthesis of Cultural Intelligence (CQ) and Communication Accommodation Theory (CAT), a powerful framework emerges to guide leaders in the dynamic landscape of multilingual teams. Cultural Intelligence, encompassing metacognitive, cognitive, motivational, and behavioral components, becomes the bedrock, equipping leaders with the capability to function effectively amidst cultural diversity. Within the leadership framework, CAT serves as a crucial lens, enabling leaders to navigate the complexities of communication styles in multicultural teams. Together, CQ and CAT provide leaders with a holistic approach, fostering a nuanced understanding of both cultural and linguistic diversity, thus shaping the innovative Linguistic Inclusivity Leadership Framework.

The findings of this study demonstrate a practical integration of both CAT and CQ principles in the leadership practices within a multilingual context. Leaders actively

accommodate linguistic diversity and cultural differences, showcasing a dynamic interplay between communication, leadership, and the diverse cultural and linguistic backgrounds of team members.
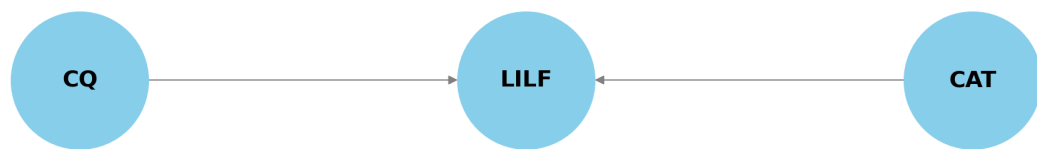
Relationships: CQ, CAT, and LILF

Figure 15: Interplay CQ and CAT in LILF

FOUR COMPONENTS OF LILF

1.Cultural Convergence Leadership

Description: Cultural Convergence Leadership emphasizes aligning leadership communication with the predominant cultural norms within the team. Leaders converge their communication styles to create a shared understanding and promote a sense of unity.

Extension: This leadership style recognizes the importance of not only acknowledging cultural diversity but actively leveraging it for team cohesion. Leaders employing Cultural Convergence understand that fostering unity through shared communication norms enhances team collaboration and overall effectiveness. By aligning their approach with the prevalent cultural norms, they create a foundation for open dialogue and mutual respect among team members.

Example Scenario: Leaders practicing Cultural Convergence actively align their communication styles with the prevalent cultural norms within the team. This involves adapting their leadership communication to resonate with the cultural preferences and expectations of team members. The application of Cultural Convergence aims to create a harmonious and unified team environment through a shared understanding of cultural nuances.

2. Cultural Divergence Leadership

Description: Cultural Divergence Leadership recognizes and celebrates cultural differences. In this style, leaders intentionally diverge their communication styles to respect and incorporate diverse perspectives, fostering an inclusive environment.

Extension: Beyond embracing diversity, Cultural Divergence Leadership plays a pivotal role in promoting an organizational culture that thrives on inclusivity. Leaders practicing this style not only celebrate differences but actively seek out opportunities to incorporate diverse viewpoints into decision-making processes. By doing so, they create a workplace environment where every team member feels valued, contributing to a richer tapestry of ideas and perspectives that drive innovation and creativity.

Application: Leaders proficient in multiple languages or equipped with translation tools actively tailor their communication to match the linguistic capabilities of team members. This adaptive style mitigates language barriers, enhances comprehension, and promotes an inclusive and accessible communication environment that values linguistic diversity. Cultural Divergence Leadership is applied by intentionally embracing and accommodating various linguistic backgrounds within the team.

Example Scenario: In a culturally diverse team, a leader practicing Cultural Divergence would actively encourage team members to express and celebrate their unique cultural identities during team meetings. This leader creates an environment where diverse communication styles and cultural expressions are welcomed and incorporated. Through this intentional divergence, the team experiences a vibrant and inclusive culture that thrives on the richness of its members' diverse backgrounds.

3. Linguistic Agility Leadership

Description: Linguistic Agility Leadership emphasizes the ability to flexibly adapt language use to accommodate the linguistic diversity within the team. Leaders adjust their language to ensure clear communication for all team members.

Extension: Linguistic Agility Leadership recognizes language as a powerful tool for fostering collaboration. Leaders proficient in multiple languages or equipped with translation tools not only tailor their communication for clarity but also act as language bridges within the team. This ensures that the richness of diverse linguistic backgrounds becomes a source of strength, breaking down communication barriers and promoting an atmosphere of shared understanding that transcends language differences.

Application: Leaders proficient in multiple languages or equipped with translation tools actively tailor their communication to match the linguistic capabilities of team members. This adaptive style mitigates language barriers, enhances comprehension, and promotes an inclusive and accessible communication environment that values linguistic diversity.

Example Scenario: In a multilingual team, a leader practicing Linguistic Agility would seamlessly switch between languages or utilize translation tools. The goal is to ensure that communication remains clear and accessible to all team members, regardless of their linguistic background. This proactive approach helps in fostering a truly inclusive and communicatively effective team dynamic.

4. Cultural Synergy Leadership

Description: Cultural Synergy Leadership seeks to create a harmonious blend of cultural and linguistic elements. Leaders actively promote collaboration and shared understanding by integrating cultural and linguistic diversity.

Extension: Cultural Synergy Leadership goes beyond simply acknowledging diversity; it actively cultivates an environment where diversity becomes a catalyst for innovation. Leaders practicing this style understand that the integration of cultural and linguistic elements is not just a harmonious coexistence but a strategic advantage. By encouraging collaboration that capitalizes on the unique strengths of diverse backgrounds, they foster a culture of continuous learning, adaptability, and creative problem-solving within the team.

Application: Leaders fostering Cultural Synergy create an environment where team members feel not only acknowledged but empowered to express their cultural and linguistic identities openly. This leadership style goes beyond coexistence; it actively encourages collaboration that capitalizes on the strengths of diverse backgrounds. This, in turn, leads to innovative problem-solving and a cohesive team culture characterized by synergy.

Example Scenario: Consider a team where cultural and linguistic diversity is abundant. A leader practicing Cultural Synergy would not only appreciate this diversity but actively encourage collaboration that integrates the unique strengths and perspectives of each team member. This results in a synergistic and innovative team dynamic, where cultural and linguistic elements are woven together to create a powerful and united whole.

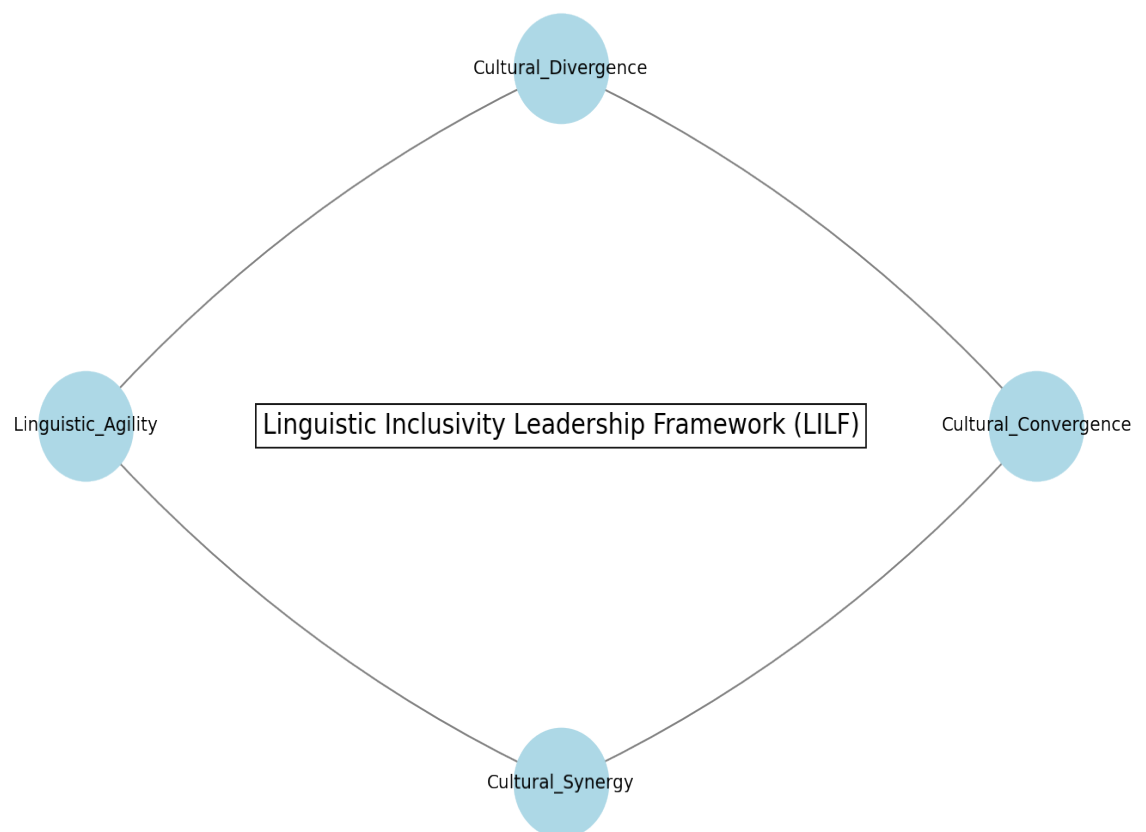Components of the Linguistic Inclusivity Leadership Framework (LILF)

Figure 16: Structure and components of LILF

Interplay and Integration

Dynamic Balancing Act

Leaders engage in a dynamic balancing act, navigating between these styles based on the specific needs of the team, tasks at hand, and the evolving cultural and linguistic dynamics. This dynamic approach allows leaders to be responsive to the ever-changing nature of multicultural teams.

Example Scenario: Consider a project that requires intense collaboration. A leader might emphasize Cultural Synergy to leverage the diverse skills and perspectives of the team. However, during a period of focused individual tasks, the leader might shift towards Cultural Convergence to ensure a cohesive and unified approach.

CQ Continuum

Recognizing that leaders exist on a Cultural Intelligence continuum, the framework emphasizes continuous development. Leaders actively seek to enhance their cultural intelligence, staying attuned to the evolving cultural and linguistic landscape. This continuum approach reflects the evolving nature of leadership in a globalized world.

Example Scenario: A leader might engage in ongoing cultural training, attend workshops, or participate in cross-cultural experiences to enhance their CQ. This continuous development ensures that leaders are well-equipped to navigate the complexities of multicultural leadership.

Guiding Principles

Cultural Intelligence (CQ) Development: Leaders actively engage in continuous cultural intelligence development, recognizing the significance of expanding their understanding of diverse cultures and languages to navigate complex communication contexts. This guiding principle emphasizes the proactive role of leaders in building and refining their cultural intelligence over time. For instance, leaders could invest time and resources in language courses, cross-cultural training programs, or engage in immersive experiences to continually develop their CQ.

Open Communication Channels

 Leaders establish open communication channels, encouraging team members to express their cultural and linguistic preferences. This principle promotes transparency, trust, and a collaborative atmosphere, ensuring that team members feel heard and valued. An example scenario includes leaders organizing regular feedback sessions where team members are encouraged to share their thoughts on communication styles, cultural considerations, and any challenges they may be facing. This open dialogue fosters a culture of inclusion and mutual understanding.

The proposed framework integrates Cultural Convergence, Cultural Divergence, Linguistic Agility, and Cultural Synergy to equip leaders with a versatile toolkit for effective communication and leadership in multilingual and multicultural contexts. By embracing and adapting these styles, leaders can foster an inclusive workplace, capitalize on the strengths of diversity, and promote a positive team culture.

Global Leadership Competencies:

Leaders need to possess skills such as adaptability, cross-cultural communication, and the ability to navigate complex international business environments to effectively implement the Linguistic Inclusivity Leadership Framework on a global scale.

Technology Integration:

The role of technology in facilitating communication and understanding within multicultural teams is crucial. Leaders should discuss how to leverage communication tools, translation technologies, and virtual collaboration platforms to enhance linguistic agility and foster cultural synergy in remote or geographically dispersed teams.

Case Studies or Real-World Examples:

Incorporating real-world case studies or examples that illustrate how leaders have successfully applied the framework in diverse organizational settings can provide concrete examples of the framework in action. This can inspire leaders to implement similar strategies in their own contexts.

Measuring Success: Introduce metrics or key performance indicators (KPIs) that leaders can use to assess the success and impact of the Multistyle and Multilingual Leadership

Framework. This could include indicators related to team cohesion, productivity, employee satisfaction, and innovative problem-solving.

Training and Development Programs:

Offer insights into designing training and development programs for leaders to enhance their cultural intelligence and linguistic agility. This could involve workshops, mentoring programs, or online courses focused on building the necessary skills outlined in the framework.

Addressing Challenges:

Acknowledge potential challenges that leaders may face when implementing the framework and provide strategies for overcoming these challenges. This could include addressing resistance to change, managing conflicts arising from cultural differences, and promoting a culture of continuous learning within the organization.

Incorporate Feedback Mechanisms:

Discuss the importance of establishing regular feedback mechanisms within the framework. This ensures that leaders can adapt their approaches based on ongoing assessments of team dynamics, communication effectiveness, and the evolving cultural landscape.

Sustainability and Long-Term Implementation

Provide guidance on how organizations can ensure the long-term sustainability of the framework. This may involve integrating the principles of the framework into organizational policies, leadership development programs, and hiring practices.

Success Metrics: Leaders can gauge the impact of the framework by assessing key performance indicators (KPIs) such as team cohesion, productivity, and employee satisfaction. Quantitative measures, like team collaboration scores and qualitative feedback on cultural inclusivity, provide a comprehensive view of success.

Cultural Impact Measurement: Incorporate metrics that specifically measure the cultural impact of leadership styles. Assess how well leaders respect and integrate diverse cultural perspectives within their teams, ensuring that cultural sensitivity is a tangible aspect of success.

Technology Integration Detail

Leveraging Communication Tools: Leaders should actively explore communication tools, translation technologies, and virtual collaboration platforms to enhance linguistic agility and foster cultural synergy. Detailed guidelines on the effective use of these technologies can be provided to empower leaders in diverse environments.

Virtual Collaboration Platforms: Specify how leaders can leverage virtual collaboration platforms to create an inclusive environment. Address the role of technology in bridging linguistic gaps and facilitating effective communication within multicultural teams.

Challenges and Mitigation Strategies

Elaborate on Mitigation Strategies

Provide more detailed strategies for overcoming potential challenges. Addressing resistance to change can involve transparent communication, while conflicts arising from cultural differences may require mediation or training programs to enhance cultural understanding.

Change Management

Incorporate a section on change management strategies. Leaders can proactively manage the transition to the new framework by addressing concerns, communicating benefits, and involving team members in the process.

Cultural Sensitivity in Metrics

Introduce metrics specifically assessing cultural sensitivity in leadership. This could include evaluating how well leaders incorporate cultural nuances in communication styles, fostering an environment that respects and celebrates diverse cultural backgrounds.

Cultural Awareness Assessments

Implement cultural awareness assessments as part of the framework. Leaders can regularly assess their teams' cultural awareness levels, ensuring continuous improvement in embracing and valuing cultural diversity.

Case Studies

Diverse Case Studies: Provide more detailed and diverse case studies illustrating successful applications of the framework. Include examples from various industries and organizational sizes to offer a broader perspective on the framework's adaptability and effectiveness.

Practical Scenarios: Offer practical scenarios within the case studies, showcasing how leaders navigated challenges and leveraged the framework to achieve positive outcomes. This will provide tangible examples for leaders to relate to in different contexts.

The LILF, encompassing Cultural Convergence, Cultural Divergence, Linguistic Agility, and Cultural Synergy, offers a multifaceted approach to leadership in multicultural and multilingual contexts. The advantages of this framework are evident across various dimensions:

Enhanced Team Collaboration

Cultural Convergence Leadership: Fosters a sense of unity by aligning leadership communication with cultural norms, enhancing collaboration and team effectiveness.

Promotion of Inclusivity

Cultural Divergence Leadership: Celebrates diversity and actively incorporates diverse perspectives, creating an inclusive environment where every team member feels valued.

Effective Communication Across Languages

Linguistic Agility Leadership: Ensures clear communication by flexibly adapting language use to accommodate linguistic diversity, mitigating language barriers and promoting an inclusive communication environment.

Innovative Problem-Solving

Cultural Synergy Leadership: Actively integrates cultural and linguistic elements to create a harmonious blend, fostering a culture of continuous learning, adaptability, and innovative problem-solving within the team.

Dynamic Leadership Adaptability

Dynamic Balancing Act: Leaders engage in a dynamic balancing act, adapting their leadership style based on specific team needs, tasks, and evolving cultural dynamics, ensuring responsiveness to changing circumstances.

Continuous Development of Cultural Intelligence

CQ Continuum: Recognition of leaders existing on a Cultural Intelligence continuum emphasizes continuous development, ensuring leaders stay attuned to the evolving cultural and linguistic landscape over time.

Proactive Cultural Intelligence Development

Guiding Principles: Emphasizes the proactive role of leaders in building and refining their cultural intelligence over time through language courses, cross-cultural training, and immersive experiences.

Transparent and Open Communication

Open Communication Channels: Establishing open communication channels encourages team members to express their cultural and linguistic preferences, fostering transparency, trust, and a collaborative atmosphere.

Versatile Toolkit for Leaders

Integration of Components: By integrating Cultural Convergence, Cultural Divergence, Linguistic Agility, and Cultural Synergy, the framework provides leaders with a versatile toolkit for effective communication and leadership in diverse contexts.

Global Leadership Competencies

Acknowledges the need for leaders to possess skills such as adaptability, cross-cultural communication, and navigating international business environments for effective implementation on a global scale.

Strategic Technology Integration. Recognizes the crucial role of technology in facilitating communication within multicultural teams, emphasizing the discussion on leveraging communication tools, translation technologies, and virtual collaboration platforms.

Measurable Success and Continuous Improvement

Introduction of metrics and KPIs allows leaders to assess the success and impact of the framework, providing a comprehensive view of team cohesion, productivity, and cultural inclusivity for continuous improvement.

Case Studies for Real-World Application

Incorporating real-world case studies illustrates practical applications of the framework, inspiring leaders to implement similar strategies in their specific organizational contexts.

Addressing Challenges and Change Management

Acknowledges potential challenges leaders may face and provides detailed strategies for overcoming these challenges, including addressing resistance to change and promoting a culture of continuous learning.

Cultural Sensitivity Assessment

Introduces metrics assessing cultural sensitivity in leadership, ensuring that leaders incorporate cultural nuances in communication styles and foster an environment that respects diverse cultural backgrounds.

Diverse and Practical Case Studies

 Provides detailed and diverse case studies showcasing successful applications of the framework in various industries and organizational sizes, offering a broader perspective on its adaptability and effectiveness.

In summary, the LILF presents a comprehensive and adaptable framework that not only addresses the challenges of multicultural and multilingual leadership but also equips leaders with the tools to create inclusive, innovative, and high-performing teams. Practical framework for linguistic inclusivity leadership, considering the nuances of multicultural and multilingual contexts. The emphasis on continuous development, adaptability, and real-world application contributes to the text's strength in guiding leaders towards effective and inclusive leadership practices.

CHAPTER V. CONCLUSIONS

In conclusion, the amalgamation of quantitative and qualitative data paints a comprehensive picture of the intricate relationship between language diversity and leadership effectiveness within multilingual contexts. Our study underscores the efficacy of a mixed leadership style embedded within the servant leadership framework, emphasizing the critical role of mental flexibility for adaptive decision-making and managerial encouragement of flexibility within teams.

The alignment with Communication Accommodation Theory (CAT) is evident in our advocacy for a universal language, primarily English, to streamline communication in the face of linguistic diversity challenges. Our outlined communication strategies, spanning universal language, bilingual communication, and cultural sensitivity, showcase both convergence and divergence approaches to address language barriers and adapt communication styles.

The positive correlations between leadership styles and team performance, employee engagement, and well-being underscore the significance of leaders aligning with company values. Fostering open communication channels, providing recognition and support, and encouraging positive leadership approaches contribute to a workplace culture converging toward shared goals.

Insights on leadership in a multilingual context highlight the importance of cultural training, considerations for well-being, and language learning opportunities. These perspectives offer valuable insights for leaders navigating linguistic diversity, contributing to a more nuanced understanding of effective leadership practices.

The proposed Linguistic Inclusivity Leadership Framework (LILF) synthesizes these insights into a dynamic approach, integrating Cultural Convergence, Cultural Divergence, Linguistic Agility, and Cultural Synergy. This framework equips leaders with a versatile toolkit for effective communication and leadership in multilingual and multicultural environments, emphasizing continuous development, open communication channels, and a dynamic balancing act.

Call to Action: The Linguistic Inclusivity Leadership Framework urges leaders and organizations to actively embrace linguistic diversity. By adopting this framework, leaders can navigate the complexities of multicultural teams, fostering inclusivity,

collaboration, and effective communication. This call to action invites leaders to rethink their approaches, acknowledging and leveraging linguistic diversity as a strength in the evolving landscape of global teams.

LIMITATIONS AND FUTURE RESEARCH

Limitations of the Study

Contextual Variability: One limitation is the potential contextual variability across international regions, impacting the generalizability of findings. Cultural nuances, organizational structures, and regional expectations may influence leadership styles and communication practices. The study acknowledges the challenge of fully encompassing the intricacies of multilingual customer service teams globally.

Subjective Nature of Perceptions: The investigation delves into leaders' subjective perceptions and adaptations of communication styles. However, perceptions are inherently subjective, and individual interpretations may vary. The study recognizes the difficulty in capturing the full spectrum of these subjective experiences.

Temporal Constraints: The study's temporal scope is constrained, limiting the exploration of potential changes in leadership styles and communication practices over time. Acknowledging the challenge of providing a comprehensive longitudinal analysis within the specified timeframe is crucial.

Future Research Recommendations

Longitudinal Investigations: Conducting longitudinal studies can overcome temporal constraints, tracking changes in leadership styles and communication practices within multilingual customer service teams over an extended period. This approach offers a nuanced understanding of how these dynamics evolve in response to changing organizational, technological, and global contexts.

In-Depth Cultural Analysis: Future studies could incorporate in-depth cultural analyses, considering specific cultural dimensions influencing leadership styles. This would provide tailored insights for different regions, contributing to a more nuanced understanding of cultural factors shaping leadership in multilingual teams.

Mixed-Methods Approaches: Combining quantitative and qualitative methods could strengthen future investigations. While this study primarily adopts a qualitative approach, incorporating quantitative measures could offer a more comprehensive analysis, providing both depth and breadth in understanding the relationship between leadership styles, communication practices, and team outcomes.

Expanded Sample Size: Future research should aim for larger and more diverse samples, including various industries and organizational sizes. This expansion would enhance the generalizability of findings and provide a more robust basis for developing practical recommendations.

In recognizing these limitations and proposing avenues for future research, this study aims to contribute not only to the current understanding of leadership in multilingual customer service teams but also to inspire further exploration and refinement of these complex dynamics in a rapidly evolving global context.

Future research could delve into specific aspects of leadership in multilingual contexts that were not covered in the current study. Exploring the impact of previous work experiences on leadership styles, investigating cultural incentives for sales, and understanding the dynamics between technology and interpersonal relationships within multicultural teams could be promising avenues for further exploration.

Unveiling the Potential of Linguistic Inclusivity Leadership Framework (LILF) in Multilingual Environments

As this thesis lays the foundation for understanding the intricate dynamics between language, leadership, and global multilingual environments, it opens up avenues for future research that can further enrich our comprehension and application of the Linguistic Inclusivity Leadership Framework (LILF). The following directions provide a roadmap for researchers aiming to delve deeper into this evolving field:

Cultural Intelligence Application in Leadership: Future research should explore the practical application of Cultural Intelligence within the context of LILF. Investigating how leaders enhance their cultural awareness, motivation, and strategy to navigate linguistic diversity can unveil valuable insights into effective leadership practices in multilingual settings.

Communication Styles in Linguistically Diverse Teams: Delving into specific strategies employed by leaders to accommodate various linguistic backgrounds within their teams represents a promising area of research. Studying how leaders modulate their language choices, tone, and non-verbal cues to foster an inclusive communication environment can provide a nuanced understanding of communication accommodation within the leadership context.

Cross-Cultural Application and Adaptability: Examining how the LILF operates across diverse cultural contexts is essential for a comprehensive understanding of its effectiveness. Future research could consider variations in communication norms, power distance, and cultural values to uncover nuances in leadership practices related to linguistic inclusivity. This cross-cultural exploration may offer tailored insights for leaders working in different regions.

Impact on Team Dynamics and Performance Metrics: Assessing the tangible outcomes of implementing LILF in leadership practices is crucial for practical implications. Future studies can employ both qualitative and quantitative measures to evaluate how the framework influences factors such as team collaboration, employee satisfaction, and overall productivity within multilingual contact centers.

Technological Integration in Linguistic Inclusivity Leadership: Considering the evolving landscape of contact centers, future research may explore the integration of technology within the LILF. Investigating how leaders leverage communication technologies, language translation tools, and AI-driven solutions to enhance linguistic inclusivity in virtual and global teams can provide insights into the intersection of leadership, language, and technology.

The Linguistic Inclusivity Leadership Framework introduces a dynamic paradigm for leadership in multilingual environments. Future research, following the trajectories outlined above, has the potential to unravel deeper layers of understanding and practical applications. As scholars embark on these research endeavors, they contribute to shaping the future of leadership practices in a world where linguistic diversity is a hallmark of global interconnectedness.

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SURVEY FORM

The survey for this research study is available online. Participants are invited to complete the survey by visiting the following web link:

https://forms.gle/3DKSaJKARaPWmwhN6

Please note that the online survey form is hosted on Google Forms, and responses are securely collected in accordance with the platform's privacy and data protection policies.

APPENDIX
STATUTORY DECLARATION

I, Melnikava Viktoryia, declare that (i) The research reported in this Thesis, except where otherwise indicated, is my original research. (ii) This Thesis has not been submitted for any degree or examination at any other university. (iii) This Thesis does not contain other persons' data, pictures, graphs or other information unless specifically acknowledged as being sourced from other persons. (iv) This Thesis does not contain other persons' writing unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then: a) their words have been re-written but the general information attributed to them has been referenced; b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced. (v) Where I have reproduced a publication of which I am the author, coauthor or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications. (vi) This Thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the Thesis and in the References sections.

2024.02.29
Melnikava Viktoryia

Ethical Clearance Declaration

I, Melnikava Viktoryia, hereby declare my adherence to the ethical standards and guidelines set forth by the IRBin the conduct of my research project titled " LEADERSHIP STYLES IN MULTILINGUAL CUSTOMER SERVICE TEAMS: LINGUISTIC INCLUSIVITY LEADERSHIP FRAMEWORK ."

Informed Consent:

Informed consent was obtained from all participants, ensuring their understanding of the purpose, procedures, potential risks, and benefits of the study.

Confidentiality:

Participant confidentiality was maintained throughout the research process.

Data Handling and Storage:

Collected data was handled, stored, and secured in accordance with ethical standards to protect participant privacy.

Potential Risks and Benefits:

Potential risks to participants were minimized, and the benefits of the research were outlined.

Protection of Participants:

Participant well-being and rights were protected throughout the research.

Voluntary Participation:

Participants were informed of the voluntary nature of their participation, and they were free to withdraw at any stage without facing consequences.

Conflict of Interest:

No conflicts of interest arose during the research.

Compliance with Regulations:

The research fully complied with ethical guidelines, institutional policies, and national regulations.

I attest to conducting this research with the utmost ethical standards and integrity. This declaration is made in acknowledgment of the ethical considerations and practices followed during the research process.

Date: 2024.02.29

Melnikava Viktoryia