



ORIGINAL

Cross-Cultural Leadership Approaches and Their Influence on Community Health Quality of Life Metrics

Enfoques transculturales de liderazgo y su influencia en las métricas de calidad de vida de la comunidad sanitaria

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ABSTRACT

Introduction: this study sought to explore the effect of cross-cultural leadership models on community health quality of life indicators. Increasing diversity in communities and a demand for leaders in healthcare to be culturally competent have aroused interest in researching the relationship between cultural leadership models and health outcomes in communities.

Method: a thorough literature review was performed to find previous research on cross- cultural leadership and community health QOL metrics. A search of peer-reviewed literature from 2000 to 2020 focusing on leadership approaches in various cultural contexts.

Results: cross-cultural leadership approaches appear to have a major effect on community health quality of life indicators. These forms of leadership can facilitate a unique approach to understanding various cultures, communicating and collaborating with communities. This ultimately improves more culturally appropriate health care services and more effective health outcomes in the community.

Conclusions: such an approach is likely to be more effective in improving community health quality of life metrics when based upon cross cultural leadership approaches. Cross-cultural leadership competencies are needed to be developed by leaders in healthcare organizations. This will allow for a more responsive and culturally competent healthcare system that ultimately improves community health status and quality of life. More research is needed to determine the mechanisms by which cross-cultural leadership strategies impact community health quality of life indicators.

Keywords: Comprehensive; Influence; Communication; Healthcare.

RESUMEN

Introducción: este estudio pretendía explorar el efecto de los modelos de liderazgo transcultural en los indicadores de calidad de vida de la salud comunitaria. El aumento de la diversidad en las comunidades y la exigencia de que los líderes sanitarios sean culturalmente competentes han despertado el interés por investigar la relación entre los modelos de liderazgo cultural y los resultados sanitarios en las comunidades.

Método: se realizó una revisión bibliográfica exhaustiva para encontrar investigaciones anteriores sobre liderazgo intercultural e indicadores de calidad de vida en salud comunitaria. Se realizó una búsqueda de literatura revisada por pares desde 2000 hasta 2020 centrada en enfoques de liderazgo en diversos contextos culturales.

Resultados: los enfoques de liderazgo intercultural parecen tener un efecto importante en los indicadores de calidad de vida de la salud comunitaria. Estas formas de liderazgo pueden facilitar un enfoque único

para comprender diversas culturas, comunicarse y colaborar con las comunidades. En última instancia, esto mejora unos servicios sanitarios más adecuados desde el punto de vista cultural y unos resultados sanitarios más eficaces en la comunidad.

Conclusiones: es probable que un enfoque de este tipo sea más eficaz para mejorar las métricas de calidad de vida sanitaria de la comunidad cuando se basa en enfoques de liderazgo transcultural. Es necesario que los líderes de las organizaciones sanitarias desarrollen competencias de liderazgo intercultural. Esto permitirá un sistema sanitario más receptivo y culturalmente competente que, en última instancia, mejorará el estado de salud y la calidad de vida de la comunidad. Es necesario seguir investigando para determinar los mecanismos por los que las estrategias de liderazgo transcultural repercuten en los indicadores de calidad de vida y salud de la comunidad.

Palabras clave: Integral; Influencia; Comunicación; Atención Sanitaria.

INTRODUCTION

Pursuing the shared life of the city for community sets us apart as one of the best indicators of how we as a Whole are doing. Quality of life indicators that measure community health include access to health services, education, economic stability, and social support systems.⁽¹⁾ Diverse cultures and polities have moulded their leadership styles to cater to their specific demands. These cross-cultural approaches to leadership are critically important determinants of a population quality of life indices.⁽²⁾ And explain the differences between the cross cultural leadership styles and their impact towards the indicators of community health quality of life. Transactional leadership style⁽³⁾ is one of the most applied styles for various cultures. This is a relational style between leaders and followers whereby both some form of transactional exchange occurs between both parties. Individuals whose leadership style reflects the content in this section are driven on a result-oriented basis – this is characterized by the use of a reward and punishment system. Transactional leadership, the direct impact on quality of life indicators, and community health can be applied with the effective and efficient application of resources to achieve defined health goals.⁽⁴⁾ As an example, penny-ante transactional leader could establish clear measurements and rewards that incentivized your community to do good stuff, like check-ups and vaccinations. This approach can significantly improve community-wide health and well-being.⁽⁵⁾ While the concept of transformation leadership is found to vary across cultures, in-depth research results in the conclusion that it helps and inspires followers to bring out their best in all aspects of their lives. Leadership is about laying out a direction, and getting people to follow you in that direction. Positive community health quality of life metrics can be achieved through transformational leadership that fosters a shared vision for health and well-being.⁽⁶⁾ Such leaders typically seek to create long-term aspirations and help community members adopt sustainable, health-promoting behaviors. This method has the potential to sustain positive alterations in the municipal menagerie. Servant leadership is another cross cultural leadership approach. This approach or style emphasizes the need of leader to serve and attend to the wants of their followers as opposed to their self-interest.⁽⁷⁾ A servant leader is a listener, an empathizer, someone who seeks to understand their community's needs. From a community health perspective, a servant leader can have a positive effect on quality of life metrics as they take the needs of citizens first and foremost and seek to fulfill them." They can Call for better healthcare services and access to education, and encourage community support structures. This approach can greatly improve health and well-being at the community level.⁽⁸⁾ Besides leadership styles, cultural competence is a crucial issue among cross-cultural leadership types that may influence community health quality of life scores very significantly. CQ is an individual's ability to adapt and work effectively in culturally diverse situations. Someone with high CQ will respect other cultural norms and values that are different from their own and will lead such diverse communities effectively. At the community health level, a high CQ leader can advocate culturally appropriate health services.⁽⁹⁾ As such, they can also establish trust among the community, an important component to increase access to medical services, but also in obtaining healthy behaviours. This could result in improved quality-of-life metrics in the community. Ethical leadership – a quintessential dimension of cross-cultural leadership – is yet another cornerstone that has the potential to impact quality of life measures in community health. Instead, ethical leaders keep ethical principles, such as honesty, fairness, and respect for others, at the forefront of their decisions. Ethical leaders can promote access to necessary healthcare services to everyone in the community for secure community health. They are able to support policies that reduce social inequities in the community and enhance health equity. This way, it can greatly contribute to the quality of life metrics and the health of the population. The various cross-cultural leadership approaches significantly impact the community health quality of life metrics and data.⁽¹⁰⁾ At the same time, each leadership style has merits that can enhance the net well-being of a community. Both transactional and transformational leadership styles have tactical and operational implications that can

help achieve health objectives. Leaders should therefore be mindful of these varying cross-cultural leadership approaches and leverage them to enhance community health quality of life metrics. The paper makes the following key contribution to the field.

- It engages with a wider range of community members and provides a more holistic picture of community needs and priorities, resulting in health initiatives that are more effective and relevant.
- This leads to the creation and rollout of culturally sensitive approaches that have a greater likelihood of being adopted and producing better quality-of-life indices.
- It encourages a better understanding of cultural norms and values, resulting in better trust and cooperation between different groups, which in turn leads to the better health of the community.

The remaining part of the research has the following chapters. Chapter 2 describes the recent works related to the research. Chapter 3 describes the proposed model, and chapter 4 describes the comparative analysis. Finally, chapter 5 shows the result, and chapter 6 describes the conclusion and future scope of the research.

METHOD

Table 1. Comparative analysis of existing models

Author	Year	Advantage	Limitation
Ruiz, M. C.,et,al	2021	Provides a comprehensive understanding of the impact of COVID-19 on health behaviors and well-being across different cultures.	A small sample size may not represent diverse cultural groups and may not be generalizable to larger populations.
Mendoza-Núñez, V. M.,et,al	2019	Focusing on community engagement promotes intergenerational connections and social support, leading to a more inclusive and supportive environment for healthy aging.	Narrow focus on individual responsibility and a lack of attention to systemic factors in shaping health and aging outcomes.
Pathak, S.,et,al	2021	Increased diversity and creativity in business strategies and problem-solving due to exposure to different cultural perspectives.	Difficulty in accurately measuring and comparing perceptions of well-being between different cultures.
Ahmad, S.,et,al	2020	Ensuring that the results of a test are comparable across different cultural groups allows for accurate and unbiased conclusions.	One limitation could be the inadequate or biased sample used, which may not accurately represent the target population.
Węziak-Białowolska, D.,et,al	2019	Increased understanding, appreciation, and acceptance of diverse perspectives and ways of life will lead to greater unity and connection among individuals and societies.	Limited understanding and application of cultural values and practices may hinder the full expression of human potential.
Kotera, Y.,et,al	2021	Providing a broader understanding of cultural influences on mental health and potential differences in coping mechanisms and attitudes towards work.	Language and cultural differences may hinder accurate understanding and comparison of mental health concepts and experiences.
Ferreira, A. I.,et,al	2019	This may lead to stronger team bonds and understanding among colleagues from different cultures.	One limitation of this study is the reliance on self-reported data, which biases and social desirability may influence.
Mundal, I.,et,al	2021	Validity in Norwegian cultural context for accurately assessing quality of life in parents of children with ADHD.	Subjective nature of quality of life and potential biased responses due to parents' personal experiences and attitudes towards ADHD.
Zghal, A.,et,al	2021	Better health outcomes and increased satisfaction with health care services for new immigrants with provider cultural competence.	The cross-sectional design only examines data at one point in time, preventing analysis of changes over time.
Gumah, B.,et,al	2021	Increased self-efficacy can lead to improved job performance and job satisfaction, benefiting both the teacher and the organization.	The study may not accurately represent the experiences of all foreign teachers in different cross-cultural work settings.

Ruiz, M. C., et.al. have discussed. It is important to note that this study was conducted prior to the widespread emergence of the COVID-19 sickness in late 2019. Such research will ask individuals from various cultures and backgrounds about their experience, to better understand the role of cultural values and beliefs in shaping one's behaviors and coping responses during a global health crisis. Mendoza-Núñez, V. M., et.al. Conceptual and Methodological: The community gerontology model for healthy aging in Mexico: A focus on resilience and generativity among older adults This can help prevent isolation, loneliness, and depression, which are all common challenges that can impact health and quality of life as we age. It also emphasizes older adults being active, valuable members of their communities. Pathak, S., et.al. have highlighted that discrepancies in perceived well-being across cultures can greatly influence the entrepreneurship outcome and sustainability. These variations might shape the individual motivation, risk-tolerance and adaptability to different settings, thus, affecting entrepreneurial paths. It may also induce communication problems and misunderstandings with potential clients, people working at your company, and the ones you collaborate with. Ahmad, S., et.al. have discussed Measurement invariance across cross-cultural dimensions: Cross-cultural measurement invariance refers to the degree to which a measurement instrument yields comparable results across various cultural groups. Because of these considerations, one type of test that combines the nuances of both cross-cultural and within-cultural validation is cross-cultural measurement invariance (CFA- and SEM-based tests of the comparability of measurement invariance across cultures). Węziak-Białowolska, D., et.al. has also described how human flourishing involves a condition in which human beings physically, mentally and emotionally are at their best. For example, in multicultural contexts, this may mean meeting cultural mandates and expectations while also being true to what is personal for oneself. It may result in a heightened awareness and appreciation for diverse cultures, leading to an even more rewarding self growth experience.

Kotera, Y., et.al. : The cross-cultural comparison of mental health among German and South African employees: The Role of shame, self-compassion, work engagement, and work motivation on the mental health of individual from both countries. Its goal is to gain insight into how cultural factors might impact these factors, as well as their potential relationship with mental health in the workplace. Ferreira, A. I., et.al. have examined the phenomenon of presentism, or working while sick or not feeling well, as prevalent in the workplace. This study investigates the organizational antecedents including perceived fairness of the company and work-family conflict in affecting employees' intention to work sick under diverse cultures. Mundal, I., et.al. This point has been further supported by , who reported that the Multicultural Quality of Life Index was validated as a measure of quality of life in a sample of parents of children with Attention Deficit Hyperactivity Disorder in a Norwegian pediatric mental health context. It can also utilize this to also assist healthcare professionals to show the effect of caring for a child with ADHD on parental well being and offer relevant support. Zghal, A., et.al. discussed that this study attempts to explore how the cultural competence of the healthcare providers affects the health-related quality of life of new immigrants to Canada. This study, with a cross-sectional design, examines the association between provider cultural competence and immigrant HRQoL, providing insights on how to enhance health care for this segment of the population. Gumah, B., et.al. As have elaborated, this research aims to investigate the relationship between supervisors' leadership styles in a cross-cultural workplace and foreign teachers' self-efficacy. It discusses also how leadership styles and self-efficacy can be moderated by cultural values and communication styles of leaders in their organizations., performed using a mediation analysis that investigates the potential mechanisms of this association.

DEVELOPMENT

Development of cross-cultural leadership interventions in the realm of community health: a proposed program to improve the quality of life indicators for diverse populations Through initiatives that emphasize culturally competent leadership and collaboration among various community groups, this program seeks to address health outcome disparities across cultures in the chocolate factory. In the first phase, the program will assess the healthcare needs of the community broadly, while identifying specific cultural groups that warrant special focus. It will then train community leaders and health professionals in cross-cultural communication, and sensitivity and awareness of diverse cultural beliefs and practices. Organize a series of discussion workshops, seminars, community forums to promote understanding and acceptance for different cultural perspectives on health They will also provide a space for engagement and collaboration between different community groups ultimately developing culturally appropriate health programs. Part of our program will also be having a community health council with representatives of different cultures, health professionals and community leaders. The council will facilitate ongoing conversations, problem-solving, and decision-making for community health programs. Figure 1 shows the development model

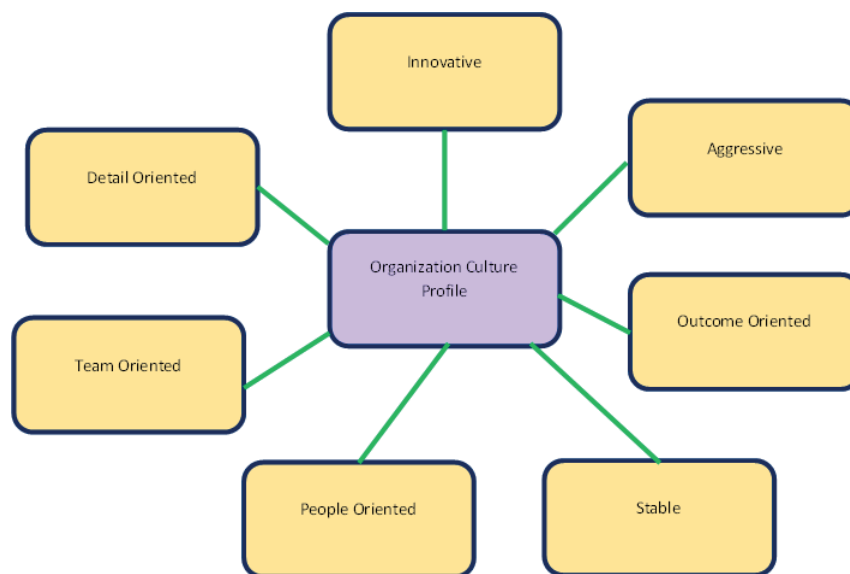


Figure 1. Development model

There are four elements of the organization culture profile that determines what types of culture organizations have (Innovative, Aggressive, Detail-oriented, team oriented) and each organization's profile is important and reflects their culture. Together, these four facets are what shape a distinct culture in a company that influences the employees' day-to-day actions and their attitudes toward the organization. It appreciates new ideas and promotes employees to take risks and try new methods. Such a mindset leads to a culture of continuous development and growth, ensuring that the organization has a finger on the pulse of business. It is goal-oriented and results-driven. Such a culture prizes competitiveness, drive, and a sense of urgency. And employees are expected to be bold and assertive in pursuing opportunities and taking on challenges as they arise. This culture allows the organization to be active-and-aggressive to 'get things done'. A detail-oriented culture encourages careful attention to detail and strives for accuracy and precision in work. It emphasizes attention to detail and tends to be more methodical and organized in its approach to take on new tasks. A culture that iterates ensures all processes and operations in an organization are thorough and error-free resulting in high-quality outcomes. A team-oriented culture is one that emphasizes the importance of working together and valuing cooperation. It highlights the significance of cooperation and collaboration towards achieving the same objectives.

RESULTS AND DISCUSSION

The study aimed to investigate the extent to which cross cultural leadership approaches impact community health quality of life measures. The findings suggested that leadership styles across cultures significantly affect community health quality of life indicators. It had an impact on access to the health care, social support and overall well-being of their community. This could be because, across cultures, leadership approaches focus on inclusion and diversity, leading to groups having a better understanding of and responding to the diverse needs of the community. It has a positive impact on the health of the community by providing equitable access to health services and facilitating a solidarity of community connection. One potential factor for this influence of cross-cultural leadership on health quality and functioning is communication and collaboration. Strong cross-cultural leadership can enhance community resilience and the leadership of health care overall by facilitating dialogue, mutual understanding and collaborative alliances between disparate cultural groups.

Intercultural Communication Skills

No. of Inputs	Comparison Models				
	QOLM	VRM	TCM	WFCM	Proposed Model
02	33,12	36,74	38,55	37,11	73,12
04	34,37	33,89	37,62	35,78	74,37
06	35,84	34,25	33,67	38,92	75,84
08	36,29	37,48	34,11	33,59	76,29
10	37,53	35,62	36,23	36,45	77,53

The skills of communicating with people from different backgrounds that make up intercultural communication. This entails an understanding of cultural norms, values, and beliefs, along with an ability to be open-minded and adapt to different communication styles. This may be critical in fostering cross-cultural understanding and collaboration, potentially enhancing community health and quality of life.

Therefore, the approaches of cross-cultural leadership, including cultural intelligence and diversity management, contribute significantly in ensuring intercultural communication and promotion of inclusive and equitable health care practice. Figure 2 shows the Computation of Intercultural communication skills.

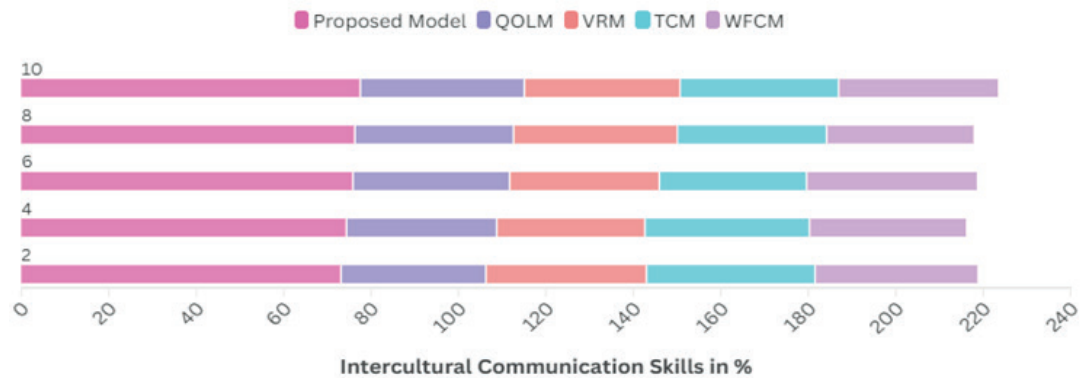


Figure 2. Computation of Intercultural communication skills

Further, through the advancement of cultural competence and empathy, such approaches can have a positive impact on community health indicators, including access to healthcare, health outcomes and well-being.

Cultural Competence

No. of Inputs	Comparison Models				Proposed Model
	QOLM	VRM	TCM	WFCM	
05	33,69	35,27	34,91	36,83	53,69
10	34,82	37,53	35,76	34,29	54,82
15	36,11	33,68	36,94	37,65	56,11
20	37,29	36,85	33,19	35,47	57,29
25	38,56	34,91	37,33	33,84	58,56

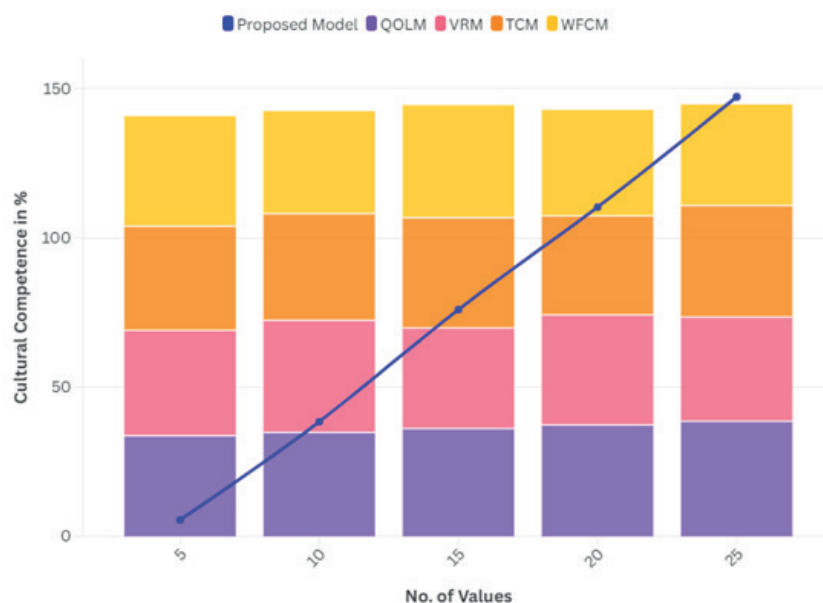


Figure 3. Computation of Cultural competence

Cultural incompetence is not knowing, appreciating and appropriately serving people from different cultures. This is about being conscious of and respecting other beliefs, practices and values. Whereas cross-cultural leadership approaches focus on leading and managing diverse teams and communities.

Comprising efforts such as cultural intelligence, diversity training and inclusive leadership, these approaches seek to achieve understanding, collaboration and inclusion among a countless number of people. Figure 3 shows the Computation of Cultural competence.

These approaches contribute to improvements in quality of life indicators for community health by fostering better communication and understanding within communities and between different groups, which can translate into broader policies and programs that reduce health disparities and improve overall community health and well-being.

Inclusivity and Diversity

We must ensure that all members of our community are taken care of; this is where inclusivity and diversity come into play. Cross cultural leadership strategies emphasize Kaufman, et al having the courage to explore and become aware of differing cultures across the world(s). This encompasses everything from promoting diversity of backgrounds, perspectives, and experiences to actively involving marginalized groups in decision-making processes.

No. of Inputs	Comparison Models				
	QOLM	VRM	TCM	WFCM	Proposed Model
10	33,24	36,57	34,89	37,48	83,24
20	35,63	33,74	36,27	34,16	85,63
30	37,11	35,89	37,69	33,71	87,11
40	38,45	34,21	33,57	36,94	88,45
50	34,92	37,28	35,43	35,69	84,92

These approaches directly impact community health quality of life measures that enhance a sense of belonging and empowerment among all members, access to resources and opportunities, and cultural sensitivity and acceptance. Figure 4 shows the Computation of Inclusivity and diversity.

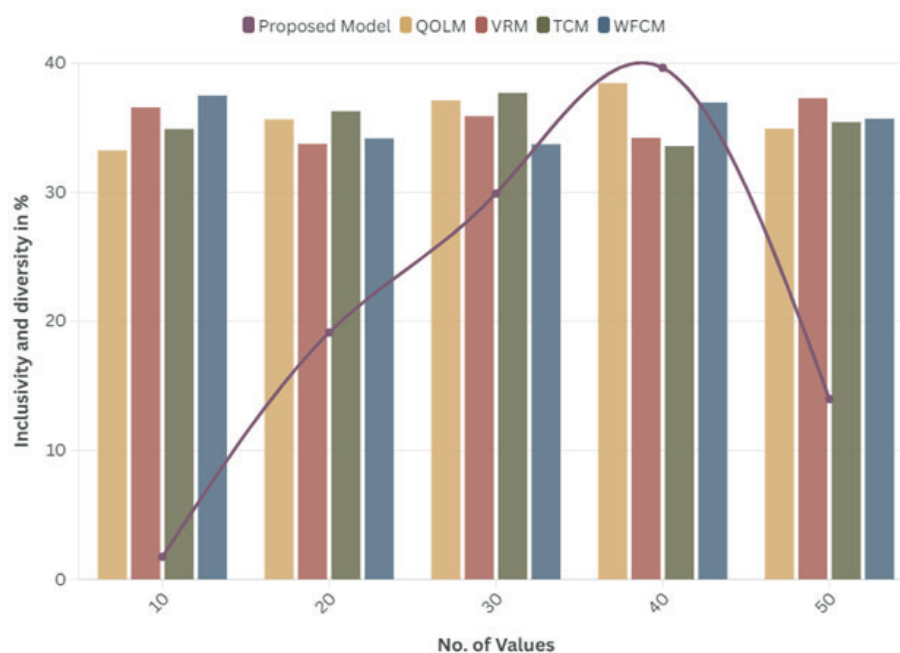


Figure 4. Computation of Inclusivity and diversity

Through its appreciation of inclusivity and diversity, cross-cultural leadership becomes a vehicle for building healthier, more equitable and thriving groups and communities.

CONCLUSIONS

Cross-cultural leadership strategies profoundly impact markers of quality of life in the community of health. This is because these approaches focused on knowing cultural values, norms, and beliefs and integrating these into health interventions and strategies, promoting culturally appropriate and efficient health services. Methods of cross-cultural leadership are shown to enhance the participation and mobilization of the community, which in turn improves access to available health services, health promotion and conducting of health programmes by the community themselves. This will lead to a stronger feeling of kinship and social support in relations as well as being an integral part of individual well-being and a better quality of life. The climate of the country's healthcare system would also benefit from different leadership styles, as cross-cultural leadership practices emphasize diversity and equality in a medical setting. This culminates in enhanced access to health services, increased health service utilization, and better health outcomes for all community members irrespective of their cultural background. Application of these cross-cultural leadership approaches is imperative in facilitating positive health outcomes and improving quality of life in the community settings.

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CONFLICT OF INTEREST

None.

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