УДК 65.015
DOI 10.47367/0021-3497_2025_5_107

THE IMPACT OF CROSS-CULTURAL MANAGEMENT ON GLOBAL TEXTILE TEAMS

ВЛИЯНИЕ КРОСС-КУЛЬТУРНОГО МЕНЕДЖМЕНТА НА ГЛОБАЛЬНЫЕ ТЕКСТИЛЬНЫЕ КОМАНДЫ

M. YASSEN[1], M.S. NOAMAN [2], R. SADYKOVA [3], N.H. QASIM [4], H. ALJEBOURI [5]

М. ЯСЕН[1], М.С. НОАМАН [2], Р. САДЫКОВА [3], Н. Х. КАСИМ [4], Х. АЛДЖЕБУРИ [5]

**([1]Al-Turath University, Baghdad, Iraq,
[2]Al-Mansour University College, Baghdad, Iraq,
[3]Osh State University, Osh, Kyrgyzstan,
[4]Al-Rafidain University College, Baghdad, Iraq,
[5]Madenat Alelem University College, Baghdad, Iraq)**

**([1]Университет Аль-Турат, Багдад, Ирак,
[2]Университетский колледж Аль-Мансура, Багдад, Ирак,
[3]Ошский государственный университет, Ош, Кыргызстан,
[4]Университетский колледж Аль-Рафидаин, Багдад, Ирак,
[5]Университетский колледж Маденат Алелем, Багдад, Ирак)**

Email: muzaffer.yassen@uoturath.edu.iq

This study examines the impact of cross-cultural management on team performance in the global textile industry, analyzing twelve multinational firms across three sectors: retail, manufacturing, and design. The research applies a sector-specific comparative framework using standardized KPIs, conflict resolution metrics, and composite performance indexing over a twelve-month period. In the retail sector, employee satisfaction increased to an average of 4.15/5 and customer complaint rates fell below 2 per 1,000 transactions. Manufacturing teams achieved defect rate reductions to as low as 1.8% and reported a 22.5% decrease in machinery downtime. Design teams exhibited the highest diversity index, with innovation proposal acceptance rates rising up to 75.4% and creative satisfaction averaging 4.45/5. Regression analysis confirmed a strong correlation between cultural training and outcome improvement across all sectors. Principal component analysis revealed that the design sector achieved the highest composite performance index (0.803), followed closely by manufacturing (0.798) and retail (0.782). The findings suggest that while all sectors benefit from cross-cultural interventions, the effectiveness of these strategies varies according to functional context. The research highlights the need for targeted, sector-specific approaches to cultural integration, rather than generic policy applications.

В исследовании изучается влияние политик кросс-культурного управления на эффективность команд в мировой текстильной промышленности. Анализируются двенадцать многонациональных компаний из трех секторов: розничная торговля, производство и дизайн. В исследовании применяется сравнительная структура с использованием стандартизированных ключевых показателей эффективности за двенадцать месяцев. В секторе розничной торговли удовлетворенность сотрудников выросла в среднем до 4,15 из 5, а уровень жалоб клиентов упал ниже 2 на 1000 транзакций. Про-

изводственные группы добились снижения уровня дефектов до 1,8% и сокращения времени простоя оборудования на 22,5%. Дизайн-группы продемонстрировали самый высокий индекс эффективности, при этом уровень принятия инновационных предложений вырос до 75,4%, а творческая удовлетворенность составила в среднем 4,45 из 5. Регрессионный анализ подтвердил сильную корреляцию между культурным обучением и улучшением результатов во всех секторах: сектор дизайна достиг самого высокого комплексного индекса эффективности (0,803), за которым сразу следуют производство (0,798) и розничная торговля (0,782). Результаты показывают, что, хотя кросс-культурное управление приносит пользу всем секторам, эффективность этих стратегий варьируется в зависимости от функционального контекста. Исследование подчеркивает необходимость применения отраслевых подходов к культурной интеграции.

Keywords: cross-cultural management; textile industry; global teams; organizational performance; sectoral innovation; conflict resolution; employee satisfaction.

Ключевые слова: кросс-культурное управление; текстильная промышленность; глобальные команды; организационная эффективность; инновации; разрешение конфликтов; удовлетворенность сотрудников.

Introduction

With textile enterprises' expansion in both the supply chain and market, and to forge cross-border cooperations, the global manpower becomes crucial so as to ensure that quality, efficiency and innovation are not jeopardized. But the cultural diversity in such teams frequently gives rise to conflicting working attitudes, communication forms and management expectations that may become an obstacle for collaboration, lower the productivity or destroy professional relationships if left untreated [1].

Global teams introduce a rich tapestry of perspectives but are also fraught with challenges for setting shared goals and for smooth operational process. Naïve intercultural management of multinational corporations threatens with miscommunication, misunderstandings, and eventual conflict which might weaken the competitive position in the rapidly moving world market [2].

Growing body of evidence emphasizes the strategic value of developing cultural awareness and initiating inclusive leadership in diverse teams. Managers need to shift from the single-dimensional view of a one-fit-fits-all universal strategy, to accommodating unique cultural conditions [4]. This means understanding cultural subtleties, modifying leadership styles, making certain everyone is heard, and ensuring that a level playing field is maintained. This process can convert cultural diversity from a liability into a strength allowing organizations to leverage diverse talents, and promote innovation enabling the formation of resilient global teams [9]. In the textile industry, this is particularly important, as the sector relies on cross-border work sharing of product processing and product channel management [3].

Companies that are thriving are the ones that are taking cultural diversity as a competitive advantage in the marketplace instead of taking it as a burden or difficulty. They can build teams that work effectively, while spurring creative problem solving and opening new market opportunities, by investing in cultural competency training, adopting inclusive policies and encouraging truthful conversations. Furthermore, cross-cultural management encourages the formation of a more flexible workforce that can respond to the fast-changing needs of consumers, regulations and technology [5, 6].

Although available management theories supply a general understanding of cultural challenges, they are frequently inadequate when adapted to industry domains. Textile companies, in particular, face these challenges and require specific solutions. Issues such as global supply chain logistics, strict production schedules and international flexibility call for more sophisticated implementations that work beyond general models [7]. Successful approaches must take into consideration the fast-changing nature of the industry, and be compatible with diverse culture teams and how they can work harmoniously together despite differences existing in the workplace. Some of the research highlights the crucial aspect of leadership [8, 10].

Efforts such as cultural sensitivity workshops, workshops around inclusive communication, and structured conflict resolution processes have been recognized widely as effective strategies. Such interventions can have a profoundly positive effect on team dynamics and can turn a sense of cultural difference from a burden to a competitive advantage [11]. Yet the efficacy of these efforts differs greatly and is largely driven by the extent to which the organization is committed to fostering a culture of Psychological Safety [12].

The article aims to investigate cross-cultural management's impact on global textile teams. The paper will then explore how these behaviors affect team performance, creativity and broader organizational performance.

Methodology

This study adopted a sector-specific comparative research design to analyze how cross-cultural management practices affect organizational performance in three core domains of the textile industry: retail, manufacturing, and design. Each sector was treated as a discrete analytical unit, enabling inter-sector comparisons and intra-sector variability assessments. The study was structured to capture five performance dimensions across all sectors: team cohesion, adaptability, output quality, employee retention, and responsiveness. Firms were selected based on international presence, cultural diversity in workforce composition, and availability of both quantitative and qualitative performance data.

The multi-method approach combined structured interviews, performance metrics, internal HR reports, conflict tracking logs, and innovation proposal records. This triangulated data structure ensured validity and mitigated common method bias [1, 4, 7].

Twelve firms (four from each sector) were purposively sampled to ensure representativeness of the textile industry across geographies. These included Zara, UNIQLO, Cotton On, Mango (retail); Arvind, Shahi Exports, MAS Holdings, Gildan (manufacturing); and Desigual, Marimekko, Eileen Fisher, Studio One (design). Each firm's performance was analyzed over a 12-month period, capturing pre- and post-intervention data. Interview transcripts were coded thematically using a deductive-inductive hybrid framework, while numerical metrics were standardized for cross-sector comparison.

A weighted sectoral aggregation model was applied to balance performance measures with differing units of scale:

$$W_i = \frac{\sum_{j=1}^{n} w_i \cdot x_{ij}}{\sum_{j=1}^{n} w_i} \ , \qquad (1)$$

where W_i sectoral performance index for firm i; x_{ij} normalized performance value of variable j for firm i; w_i weight of performance indicator j, determined by expert panel via Delphi method [5, 13, 17].

To ensure comparability across metrics, like satisfaction scores vs. output volume, raw data were transformed using Z-score standardization:

$$Z = \frac{X-\mu}{\sigma} \ , \qquad (2)$$

where X observed value; μ sample mean; σ standard deviation across firms within each sector [14, 15].

This enabled the calculation of sector-aggregated scores while preserving within-sector dynamics.

To estimate the differential effect of cross-cultural training on each performance dimension, a sectoral multivariate regression model was used:

$$Y_{ik} = \beta_0 + \beta_1 C_{ik} + \beta_2 S_k + \beta_3 I_k + \varepsilon_{ik} \ , \quad (3)$$

where Y_{ik} outcome variable, such as satisfaction, cohesion, for firm i in sector k; C_{ik} cultural management training intensity score; S_k

sectoral dummy variable; I_k innovation baseline score; ε_{ik} error term.

This model enabled analysis of interaction effects between sector type and training exposure on performance indicators [2, 16, 18].

To measure how dynamics conflict evolved post-intervention, a Conflict Mitigation Index was constructed:

$$CMI = \frac{I_{before} - I_{after}}{I_{before}} , \quad (4)$$

where I_{before} average monthly incidents pre-intervention, and I_{after} average monthly incidents post-intervention [11, 19, 21].

CMI values were calculated for each sector and incorporated into the overall performance index.

To synthesize multiple dimensions into a single comparative score, a Composite Performance Index (CPI) was calculated using Principal Component Analysis (PCA). Components with eigenvalues >1 were retained. The index was computed as:

$$CPI = a_1X_1 + a_2X_2 + a_3X_3 + a_4X_4 + a_5X_5 , \quad (5)$$

where X_n Z-standardized scores for the five dimensions (cohesion, adaptability, output, retention, responsiveness), a_n PCA-derived factor loading for each component [3, 12, 22].

This allowed the generation of cross-sectoral rankings, reflecting not just individual metric performance but also interdependencies between performance domains.

This approach accords with the advice of modern authors calling for sector-aligned, culturally sensitive organizational assessment models [1, 3, 4, 10, 23].

Results

In the textile industry, the retail sector embodies cross-cultural management where particular emphasis lies in customer facing teams, coordination of overseas branches and multilingual communication systems. This segment is characterized by high employee turnover, rapid operational change, and the necessity to adapt in real-time to localized consumer behavior. Post-Training Performance Metrics in Cross-Culturally Managed Textile Retail Teams are shown in Figure 1.

Post-implementation results are found for these four key performance indicators-utilities, mechanic metrics, Sales Forecasting and forecast error and with TPS implementation plans. ZARA, UNIQLO, Cotton On and Mango are those top international clothing retailers.

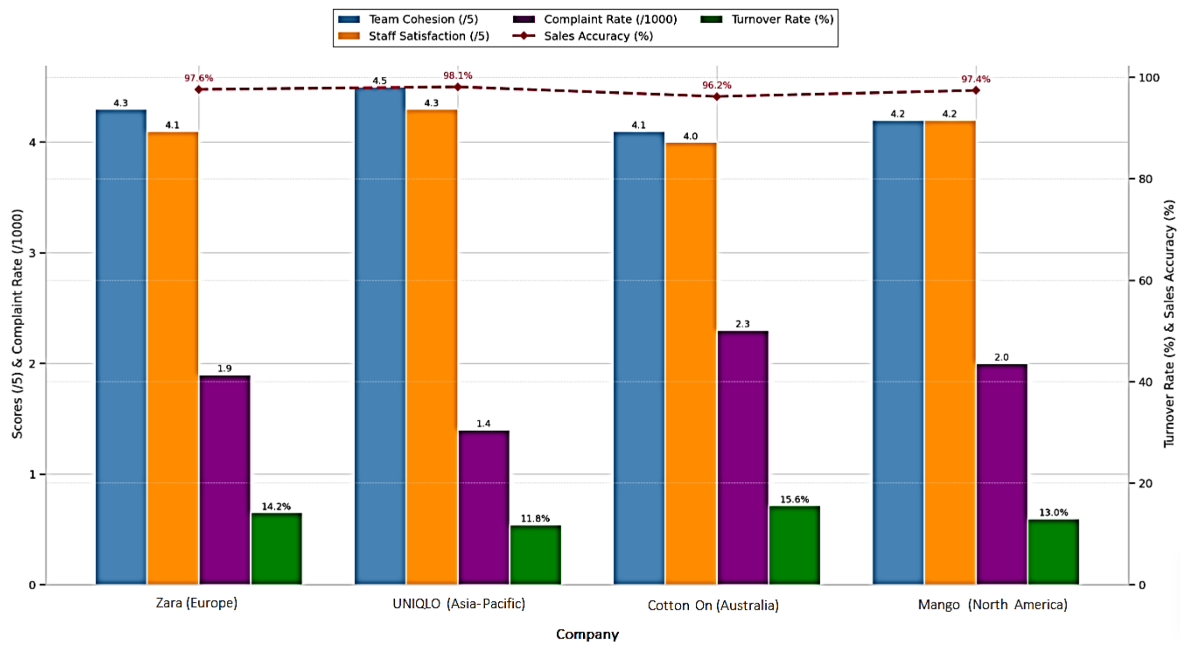

Fig. 1

Apparel companies with retail establishments showed significant increases in successful implementation of formulated cross-cultural policies. UNIQLO also showed the most centrality and the least number of customer complaints, which were associated with a highly standardized internal communication system. Zara and Mango had good satisfaction levels, low exit rates and all that, which indicates that career opportunities such as internal mobility and bilingual help systems have gotten better. Even though their bond scores were near the bottom of the table, Cotton On demonstrated that it is punching above its weight in terms of customer facing distinction. All four stores were able to benefit from racially and linguistically sensitive team training and policy convergence, especially in areas of high workforce transiency and ethnolinguistic complexity.

Manufacture is still the basis of the textile sector and the multicultural team of workers is new in production environment setting. These include the regulation of hierarchical communication, allocation of technical roles, and coordination under pressure. In Figure 2 presents the findings on large-scale textile manufacturers, Arvind, Shahi, MAS Holdings, and Gildan Activewear, with the objective to understand certain KPIs like productivity, defects, shift-based conflicts, and machinery downtimes after the implementation of training.

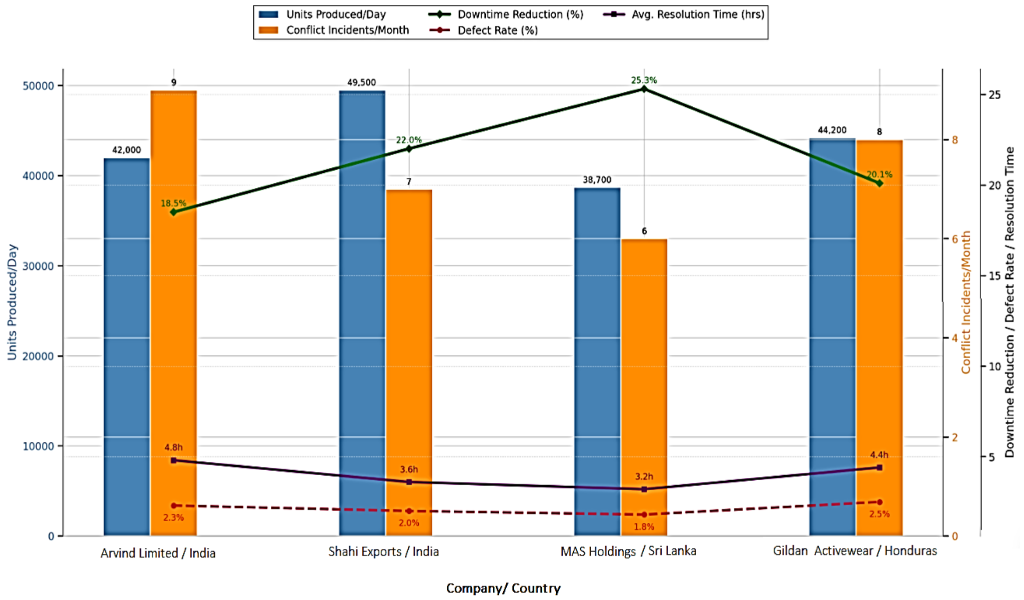

Fig. 2

Cultural awareness training proved to be highly beneficial to production efficiency. MAS Holding was the overall leader in both defect elimination and conflict management, leveraging its existing multilingual HR and lean management alignment. Shahi Exports and Arvind Limited saw higher daily productivity, as changes to the way teams work together led to faster problem-solving and less equipment downtime. Gildan Activewear, also remains effective, though it was plagued with relatively high defect rates that may be due to transitional language issues in Central America. In general, culturally based conflict resolution processes directly contributed most to ease of manufacturing operations, all manufacturers combined, from among those analyzed.

In Figure 3 we review innovation indicators, and team feedback from some of the well-known design-oriented textile companies—Desigual, Marimekko, Eileen Fisher and Studio One. These metrics comprise diversity index scores, the quantity of proposed designs per quarter, idea acceptance rate, and team level of creative satisfaction after culturally based training.

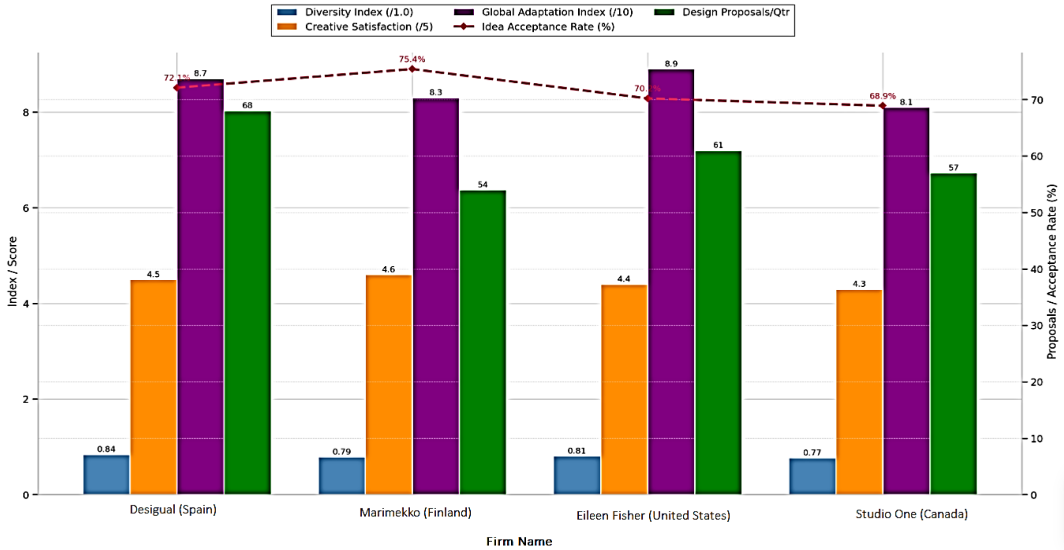

Fig. 3

Design-driven textile firms showed the most pronounced gains in innovation engagement following intercultural competency workshops. Desigual and Marimekko demonstrated the highest creativity satisfaction and acceptance rates, attributed to their highly diverse design teams and open-feedback environments. Eileen Fisher's strong global adaptation score reflects the success of its ethical fashion campaigns and inclusive design review process. Studio One's consistent results suggest steady design volume and concept success. Overall, cultural diversity positively influenced idea generation, team harmony, and responsiveness to global trend cycles within creative departments.

To evaluate the aggregate influence of cross-cultural management across textile subsectors, a composite index was constructed incorporating standardized indicators from the retail, manufacturing, and design domains. This included metrics such as employee satisfaction, conflict reduction, innovation intensity, defect rates, and customer feedback. Sector-specific weights were derived using principal component analysis and normalized to ensure comparability across qualitative and quantitative variables. The firms in each sector were selected based on size, international presence, and the extent of cross-cultural workforce integration. Sectoral Comparison of Cross-Cultural Management Impact Using Composite Index Aggregation is shown in Figure 4.

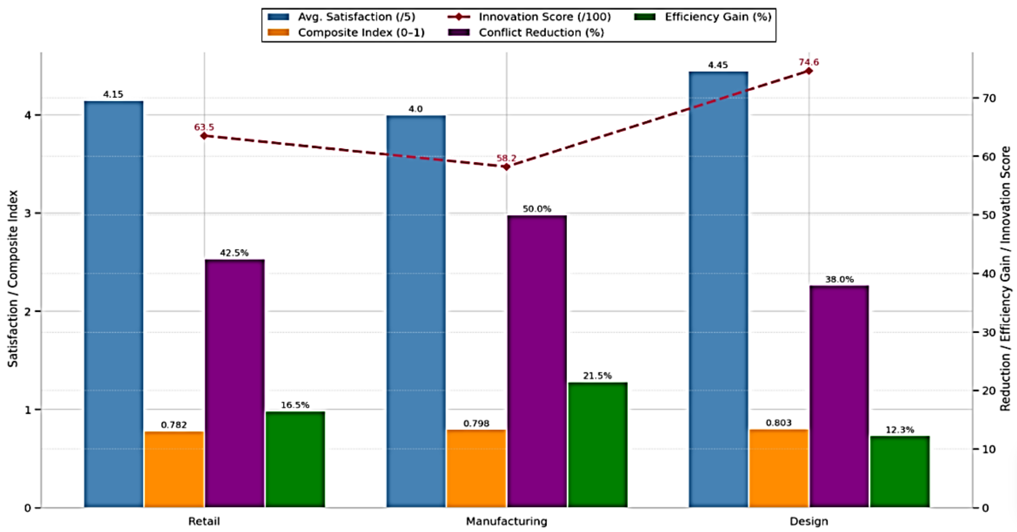

Fig. 4

The design sector achieved the highest composite index (0.803), primarily due to its superior scores in team satisfaction and innovation output. Manufacturing followed closely (0.798), driven by significant operational gains and the highest conflict reduction rates. Retail, while slightly behind (0.782), maintained strong performance in customer-facing cohesion and consistent satisfaction levels. The design sector's relatively lower conflict reduction score reflects fewer baseline incidents, while manufacturing's operational efficiency gains highlight the scalability of cultural strategies in large industrial teams. These findings support the need for sector-specific adaptation of cross-cultural models based on structural and functional demands.

Building on cross-sector comparisons, Table 1 integrates the strategic implications of cross-cultural management for global textile organizations. Performance was categorized under five key pillars: cohesion, adaptability, output quality, retention, and responsiveness. Firms with multi-sector operations (e.g., Inditex, VF Corporation) can apply differentiated strategies across internal divisions to optimize cultural synergies without applying uniform practices.

Table 1

Performance Pillar	Retail Sector Outcome	Manufacturing Sector Outcome	Design Sector Outcome	Strategic Recommendation
Team Cohesion	High (multilingual shift leads)	Moderate (hierarchical structures)	Very High (collaborative culture)	Promote role rotation and mixed cultural project teams
Adaptability	High (real-time feedback loops)	Moderate (fixed process flows)	Very High (global trend intake)	Use digital cultural dashboards for real-time adjustment
Output Quality	High (customer-focused metrics)	High (precision production gains)	Very High (creative breakthroughs)	Reward innovation-driven cross-cultural collaboration
Retention	Moderate (seasonal attrition)	High (career pathing impact)	High (identity-aligned teams)	Offer localized upskilling tied to cultural strengths
Responsiveness	Very High (immediate action)	Moderate (delayed approval)	High (adaptive prototyping)	Develop decentralized decision rights for intercultural leads

Textile retail had relatively high cohesion and responsiveness because of customer-contact and flexible team models, but experienced difficulties with seasonality turnovers. Factory performed particularly well on retainage and precision in execution, owing to organized leadership according to its preferred norms. Design faculties appeared nimble and at the forefront in accelerating innovation through collaborative modes of working and global cultural influences. Strategic recommendations focus on the necessity for context-specific policies: design teams cooperatively construct intercultural dialogue, manufacturers operate with scalable conflict resolution and retail leverages flexible, multiregional communication systems. This matrix provides a basis for scalable and personalized cross-cultural governance of global operations.

Discussion

The implications of the current study suggest the importance of cross-cultural management practices in improving the performance and cohesiveness of global textile teams. Existing literature shared lessons on the practical execution issues which can be embedded within proscriptive development programs [20], conflict resolution mechanisms, or an inclusive leadership style, and it puts them within the framework in order to make sense of an industry issue [23].

The uptick in productivity on teams that had received cultural competency training is consistent with a trend that extends to other fields as well. In contrast to most of the previous research which only focused on theoretical implications, this work produces performance measurement, which simplifies the task for practitioners to justify investments in cultural training and inclusive policies [18].

Conflict reduction metrics also align with the broader understanding that unresolved cultural misunderstandings can hinder performance [21]. However, the current study differentiates itself by offering quantifiable improvements in conflict resolution time and the frequency of disputes.

This study demonstrates that well-managed diversity encourages the generation of novel product ideas and process improvements. While previous studies have acknowledged the diverse teams to drive creativity, they often stopped short of providing actionable insights on how to achieve these outcomes [14].

Cross-cultural management strategies consistently improve job satisfaction and lower turnover rates. Yet, unlike general analyses, this study focuses specifically on the textile industry, where high turnover has historically been a persistent challenge [15]. By directly connecting cultural training programs to improved satisfaction ratings and reduced turnover, this research provides industry-specific guidance that can be applied immediately.

The operational efficiency improvements reported here also contribute to the growing body of evidence that cross-cultural management enhances overall organizational performance. Previous research [13] has typically made general statements about the relationship between diversity and performance and not spell out the processes. The study takes it one step further, showing how these interventions, whether it be structured training or conflict resolution protocols, lead to measurable efficiency gains: faster completion times for projects, greater accuracy of the supply chain. In so doing, the article provides more detailed understanding of how culture management practices impact on everyday working operations.

Conclusion

Analysis of global textile teams regarding the cross-cultural management has been a way of contributing information to studies on the impact of cultural skills on organizational performance in sectoral contexts. The analysis was organized across retail, manufacturing and design sector-based clusters and it was found that the impact of cross-cultural intervention is not always uniform but contingent upon the structural features and the modality of action within each cluster. In all of the cases, culture training proved to produce tangible positive impacts across productivity, conflict resolution, innovation engagement, and satisfaction of employees. Yet, the type and strength of the effects differed substantially indicating that one should apply them with respect to the specific condition of use.

REFERENCES

1. *Wei S.* Discussion of Cross-Culture Management in Cultural Diversified Workplace. Journal of Sociology and Ethnology, 2024. 6: p. 164…168.

2. *Ahmed T. et al.* Entrepreneurial Pathways to Sustainability: A Theoretical Paper on Green Human Resource Management, Green Supply Chain Management, and Entrepreneurial Orientation. Sustainability, 2024. 16, DOI: 10.3390/su16156357.

3. *Abbasova Sh.R., Mамedova H.F., Mamedov F.A. et al.* Key Characteristics of Logistics and Supply Chain Management in the Light Industry Sector. Izvestiya Vysshikh Uchebnykh Zavedenii, Seriya Teknologiya Tekstil'noi Promyshlennosti, 2024. 4(412): p. 42…52

4. *Zipper-Weber V. and Mandik A*. Towards a more balanced treatment of culture in international business using an ethnographic design: a multinational family business case study. Qualitative Research Journal, 2024. 24(2): p. 101…118.

5. *Kudriavtseva O.* Justification of the cross-cultural model of organization personnel management. Economics of the transport complex, 2024(44): p. 150.

6. *Gómez-Zará D. et al.* In search of diverse and connected teams: A computational approach to assemble diverse teams based on members' social networks. PLOS ONE, 2022. 17(11): p. e0276061.

7. *Dostanić L.* What are the challenges of intercultural leaders in contemporary business? Science International Journal, 2024. 2(3) https://doi.org/10.35120/

8. *Afful M. and Addo A.* Multicultural Competence Training Programs to Equip Project Managers for Cross-Cultural Projects. Scientific Bulletin, 2024. 29(1): p.1…10.

9. *Repeckiene A., Zvireliene R., Janickiene K.* Developing managers' intercultural competence in small manufacturing enterprises. Environment. Technology. Resources. Proceedings of the International Scientific and Practical Conference, 2024. 2: p.468…473.

10. *Kristanti P. et al.* Cross-Cultural Challenges in Indonesian Workplaces: A Systematic Literature Review of Chinese Expatriate Adaptation in Companies in Indonesia. Jurnal Ilmiah Manajemen Kesatuan, 2023. 11(3): p. 897…904.

11. *Iddrisu S., Abdulai M., Abdulai M.S.* Exploring Conflict Resolution through Communication in Tertiary Institutions in Ghana. International Journal of Conflict Management, 2024. 5(2): p. 23…38.

12. *Wachs M., Weber C.* Cross cultural co-designing for innovative sustainable (textile) design solutions – questioning SDG 4 & 17. Proceedings of the International Conference on Engineering and Product Design Education, 2023. DOI: 10.35199/EPDE.2023.6

13. *Rachwal-Mueller A.* Strategic HR management and building of international teams as a strategy for global competitiveness. Economics of the transport complex, 2024(43): p. 157.

14. *Jin Y. and Yu S.-C.* The Moderating Effect of Cross-Cultural Psychological Adaptation on Knowledge Hiding and Employee Innovation Performance: Evidence from Multinational Corporations. Sustainability, 2022. 14, DOI: 10.3390/su142416638.

15. *Kalia P., Singla M., Kaushal R.* Human resource management practices and employee retention in the Indian textile industry. International Journal of Productivity and Performance Management, 2024. 73(11): p. 96…121.

16. *Bartel-Radic A. and Munch F.* Cross-cultural boundary spanning activities in a global team: Insights from an ethnographic case study. International Journal of Cross Cultural Management, 2023. 23(2): p. 339…365.

17. *Utkin A.I., Speransky S.N., Ryabova O.N., Amarjargalan T.* Cross-functional management of the performance of atextile enterprise business processes using the balanced scorecard. Izvestiya Vysshikh Uchebnykh Zavedenii, Seriya Teknologiya Tekstil'noi Promyshlennosti, 2023. 2(404): p. 42…50.

18. *Pacheco F.* Training for cultural intelligence and communication in remote work: challenges and opportunities. REVISTA DELOS, 2024. 17(60): p.e2067.

19. *Muriuki C.* Conflict Management and Conflict Resolution. Journal of Developing Country Studies, 2022. 1(1): p. 25…36.

20. *Ksenofontova Kh.Z. et al.* The impact of the project approach on building the managers' competencies of an industrial company in the digitalization context. Izvestiya Vysshikh Uchebnykh Zavedenii, Seriya Teknologiya Tekstil'noi Promyshlennosti, 2022. 3(399): p. 52…58.

21. *Bhakuni S., Rana A., Bhanot B.* Techniques for Managing Employee Relations and Conflict Resolution within the Workplace. Journal of Business and Management Studies, 2024. 6(3): p. 94…102.

22. *Singh S.* Cross-Cultural Management Practices in Multinational Corporations: Enhancing Organizational Effectiveness. Universal Research Reports, 2024. 11(4): p. 159…164.

23. *Arif E.M. et al.* The Role of ChatGPT in Improving Cross-Cultural Team Management Performance. Jurnal Minfo Polgan, 2023. 12(1): p. 1464…1472.

Рекомендована 4th International Conference of New trends and Smart technology. Baghdad, Iraq. Поступила 26.09.25