

Understanding Expatriate Cross-Cultural Adjustment: The Influence of Cultural, Linguistic, and Workplace Differences

Sunita Khachroo, Research Scholar, Shobhit Institute of Engineering and Technology
(Deemed to-be University), sunitakachroo16@gmail.com

Abstract

Purpose: This paper examines the role of cross-cultural orientation in reducing culture shock and facilitating expatriate adjustment during international assignments. It proposes a conceptual framework that integrates cross-cultural orientation, cultural intelligence, culture shock, and expatriate adjustment to explain successful international assignment outcomes.

Design/Methodology/Approach: The study adopts a conceptual approach by synthesizing the literature on expatriate management, culture shock, cross-cultural orientation, and organizational support. The proposed framework is grounded in U-Curve Theory, Cultural Intelligence Theory, and Stress and Coping Theory to explain the adjustment process experienced by expatriates.

Findings: The paper suggests that comprehensive cross-cultural orientation programmes enhance expatriates' cultural intelligence and preparedness, thereby reducing the intensity of culture shock and promoting smoother psychological, social, and professional adjustment. Organizational support through pre-departure training, mentoring, HR policies, and continuous guidance further strengthens expatriate adaptation and contributes to improved assignment performance and overall organizational effectiveness.

Practical Implications: The proposed framework provides guidance for multinational organizations in designing structured orientation programmes, strengthening expatriate support mechanisms, and developing globally competent employees capable of adapting to culturally diverse work environments.

Originality/Value: The study contributes to the expatriate management literature by integrating cross-cultural orientation, cultural intelligence, and culture shock within a unified conceptual framework. It extends existing knowledge by emphasizing orientation as a strategic organizational intervention that enhances expatriate readiness and increases the likelihood of successful international assignments while identifying avenues for future empirical validation.

Keywords: Cross-cultural orientation; Culture shock; Expatriate adjustment; Cultural intelligence; International assignments; Organizational support.

1. Introduction

The increasing globalization of businesses has led organizations to rely extensively on expatriates for managing international operations and facilitating knowledge transfer. However, differences in culture, language, and workplace practices often create adjustment challenges that may influence expatriates' well-being and assignment outcomes.

Although previous studies have examined expatriate adjustment and culture shock independently, limited attention has been given to developing an integrated framework that explains how structured cross-cultural orientation can minimize culture shock and support successful international assignment (Banai, 2022).

This paper aims to examine the role of cross-cultural orientation in reducing culture shock and enhancing expatriate adjustment. It further proposes a conceptual framework that links orientation practices with expatriate readiness and assignment success, offering practical insights for organizations managing a globally mobile workforce.

2. Understanding Culture Shock

Culture shock represents sudden surprise to the expatriates in the foreign national country viza-ve the environment both professional and personnel environment because of geographical, cultural and linguistic differences between any two countries i.e. country from where the expatriate belongs and foreign national country (Baum, n.d.). Generally, in the highly professional countries orientation programme is been conducted where in following parameters are taken care of-

- Culture
- Policies
- Company Norms

More over if the expatriate belongs to a country with more of differences vis-ve language, geography, culture, food taste, values, a special orientation programme is organized to acquaint the professionals so that adjustment becomes a phenomenon and the corporate adjustment increases which results in a win-win situation for both expatriates and the corporal governance is achieved by healthy corporates.

2.1 Dimensions of Culture Shock

- **Professional Dimensions-** In a software company generally standards are similar to any other country. By professional standards we mean the general mode of work performance, achievement of organizational and individual goals to achieve profitability at par excellence to match the organizational corporate requirements and the competition between the different companies in a particular geographical region (Tyagi et al., 2021). If we compare software organization in two countries generally there are similarities. However there may be differences like official language of communication, mode of work environment.

- **Personnel Life Dimensions**

Food- Adjustments however are less because multinational cultures incorporate all means according to the tastes of individual expatriates belonging two different countries. For instance before any expatriate is absorbed in any foreign national country, a detailed data about the personal life is asked like Name, Country (Parent), Type of Food Preferred, Languages spoken, marital status, Children, Parantal Background, Employees, Previous profession Background etc.

Power- This dimension examines the level of inequality and power distribution. In maximum cases egalitarian relationships are preferred to hierarchical structure (Fiske & Bai, 2020).

Gender- The dimension looks at how culture differ in their roles and expectations for men and women with some cultures having more gender equality

Uncertainty- This dimension focuses on how cultures deal with uncertainty and ambiguity with some cultures being more comfortable with risk and exchange while other prefer structure and predictability.

Time- This dimension explores how cultures perceive and use time with some cultures valuing punctuality and efficiency while others are more flexible and relaxed about schedules.

2.2 Causes of Culture Shock

Communication Barriers: Misunderstandings due to different languages, idioms, body language, or communication styles can quickly lead to exhaustion and isolation. Differing Social Norms: Unfamiliar rules regarding personal space, greetings, time management, and societal hierarchies can make daily, mundane tasks take much longer. Loss of Familiar Support Systems: Being separated from family, close friends, and familiar community networks removes your primary emotional safety net. Disparities in Lifestyle: Radical changes in climate, daily routines, food, and housing can disrupt your physical well-being and sense of comfort. Value Disagreements: Encounters with contrasting core values, ethics, or moral codes can force you to question your own deeply held beliefs (Figà Talamanca & Arfini, 2022).

Methods to Overcome the Culture Shock- The phenomenon of culture shock can be overcome by following measures.

2.3 Orientation Programme

Step-I

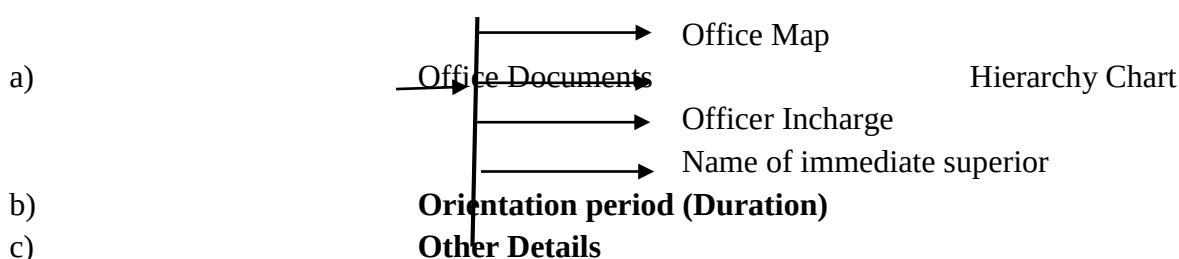
As soon as 'would be' expatriate receives the appointment letter from foreign country or foreign multinational company 'he or she' is all set to prepare herself/himself in either of following methods-

a) If the foreign national company has a branch in country to which the appointee belongs, then a orientation programme or a training programme is being arranged by those officers who may belong to the same foreign company or may be belonging to different countries where in adjustment programme is conducted so that employee feels at ease and is all well acclimatized previously so as that he/she can adapt to the new environment in foreign country national as fast as possible, so as to achieve the personnel goals leading to realization of organizational goals both vis-ve quality and financial profitability.

b) However if the MNC does not have sub branch in the country to which 'appointee' belongs then the training is conducted in 'FCN' where the 'appointee' will pursue his/her professional job.

c) However if the 'appointee' has been appointed through foreign professional placement company, then orientation programme may be conducted by the companies, onus on whom lie in conduction in such training programmes.

d) In some unique cases, a detailed folder consisting of following documents as 'orientation programmes scheme' may be received by appointee from the FCN consisting of all details inclusive of adjustment planning and acclimatization details in the form of information brochure right from arrival in FCN's to the time of entrance in the official premises. These documents include-



STEP II ENTRY IN FNC-

Would be 'expatriate' arrives in the foreign country 'starts' being to be called as expatriate who takes of the responsibility of being a responsible professional and residential expatriate. By any one of the following methodologies of orientation programme we may take up the expatriate is an oriented person now. By oriented professional we mean –

“A professional who is well versed and known to and acquainted with following related to both professional and personal arena”-

a) **Language:** Both official and non-official language that employee speak in the office as well as when not in office should be known to the expatriate. This becomes not only essential but also mandatory for the expatriates to know about the languages because the language factor creates chaos and frustration if the professionals are unable to understand and communicate in the language spoken officially and in foreign society (Niskanen, 2009). All though English is the standard spoken language in majority of cases, but in some unique cases following phenomenon is observed:

Software Companies

Sometimes companies hire the software programmers who have unique software language capabilities which are unique for his/her software proficient competencies. Irrespective of language such people are being recruited by software companies for their extra ordinary software language programming skills which are required so immensely by company that even the language barrier is being overcome by providing a translator to them.

Automobiles Companies

Some automobile engineers have a unique professional efficiency vis-ve CAD (Computer aided design) & CAM (Computer aided manufacturing) for which the language barrier is broken by providing a interpreter or translator to the employees, where new emerging techniques are imported vis-ve the process of technology transfer. A details documentation on technology transfer is being achieve which helps in programmed objective accomplishment.

2.4 Healthy & Sound HR Policies

When we talk about healthy and sound HR policies; it is the indicative of soundness in the system related to professional environment that can impact the organizational objective achievements right through employee's performance which is directed through right salary, healthy office environment, and healthy political systems among employers and employees and also across the peers, of different departments. Other HR policies involve providing Fringe Benefits and Non Fringe Benefits. Fringe Benefits mean monetary benefits like promotions, increment, incentives. For instance Incentives in software companies include extra monetary benefits for devising and creating a new machine language or software programme which on launching in software market can give large volume of profits and brand name to the company (Cusumano, 2008); Incentives on production companies means giving a surplus volume of output that generates surplus profits and can serve as seed capital for further investment.

Non fringe benefits include Insurance, Canteen facilities, Praise letters, others

2.5 RESPONSIBILITIES OF HR DEPARTMENT OF FNC TOWARDS EXPATRIATE

The responsibilities of HR department of a FNC can be listed as under-

a) ORIENTATION PARTY

On joining the company an orientation party is generally organized by the HR department/Personal department that enables the employees to enter in the comfort zone throw proper informative area concerning the employees (expatriates) related to employees, peers, bosses, employees working in the organization. Generally this party constitutes following-

- Introduction to employees
- Introduction to departmental head, peers, subordinates
- A formal get together party (official) where in formal decorum is maintained. Generally hi-tea with some snacks and drinks are served at all levels.
- At the end of party- an information brochure is mean provided to new expatriates which is inclusive of all information like HR policies, salary, official protocol, leave rules, regulation and norms the governing the stay of expatriates in the foreign national company

b) Residence

a) The residential facility may be provided by the companies if they have option for official residential in one of the following ways-

i) If the residential quarters are located near the office premises the expatriate may be provided such quarters. Generally, before the orientation after getting the information a residential quarter is been allotted to the expatriate. Type of residential quarter being allotted to allottee depending upon whether the expatriate is single or a married family person with spouse, children and parents.

ii) However if the company does not have the option of residential quarters then also the onus likes on the HR department to facilitate the expatriate in searching for residence where in he/she can settle.

iii) In some cases the expatriate does not take the option of residences/quarters from the office and opts for residence outside the campus for personal reasons.

iv) HRA is being paid in all above mentioned cases. For family person, arrangement for schools, college for the children of the expatriate is also being made with community facilities also.

Other Responsibilities

i) Training and development

With the advancement of technology it is mandatory to update the technocrats time and again. For example Software professional need to be made well versed with changing knowledge patterns and also the changing friends of Software programmer's worldwide.

ii) Appraisals generally appraisal forms are being field up by the employers and employees constituting of

a) Self-Appraisal

Here the employees mention his or her achievements, contributions to the organization in well design tabulated, appraisal form.

b) Appraisal by boss

Appraisal by immediate superiors is indicative of signaling and authentication of what achievement and contributions has been made in the light of real/actual performance for the employees (Tyagi et al., 2020). On the basis of authentication promotions and increments/awards in the form of financial/ Non-financial incentives are given.

Grievances are a phenomenon which are persuasive at all levels, and may be between different layers of hierarchy. Generally in a company special grievance redressal mechanism is established which address the problems of employees at all levels.

2.6 Arranging Exit Interviews

Exit interviews are arranged by the HR personnel while the expatriates leave the group in the following format.

EXIT INTERVIEW FORMAT

Reason for leaving
Date of joining
Overall experience
Joining in same country or other country
Leaving for domestic country (Y/N)

2.7 Feedback Form The Expatriates Working Presently Or Who Have Left The 'FNC'

Going to be expatriates can collect feedback form the expatriate who have left the group or are still working regarding the following-

- a) Work environment
- b) Management attitude and behavior
- c) Financial policies
- d) Job Security
- e) HR Policies
- f) Demographics
- g) Unique laws
- h) Other/Miscellaneous

2.8 How to Cope While Arriving In the Foreign Country Nation

Arriving in a foreign country requires patience and preparation. To cope immediately, secure a local SIM card, locate safe transit to your accommodation, and carry a small amount of local currency. Familiarize yourself with emergency numbers and stay open-minded as you adapt to cultural differences. First 24-Hour Survival Connectivity: Ensure you have an active phone. Using eSIM providers (like Airalo or Holafly) before you land or getting a tourist SIM at the airport makes navigating much easier. Transportation: Research the cheapest and most reliable transit from the airport to your lodging (e.g., official airport trains, localized rideshare apps like Uber, Grab, or Ola) to avoid taxi scams. Cash & Cards: Exchange only a small amount of money at the airport if needed, and notify your home bank of your travel so your cards aren't frozen for international purchases. Psychological & Social Adjustment Embrace Routine: Establishing simple routines (like walking to the same cafe, grocery shopping, or working out) helps a foreign city feel like a home rather than a temporary stop. Understand Culture Shock: Recognize that missing home and experiencing frustration with foreign social codes are normal stages of the adaptation process. Engage Locally: Try to learn basic polite phrases (hello, thank you, excuse me) in the local language, as locals respond positively to the effort. Volunteering or joining local hobby groups are great ways to build a support network. Managing Safety & Documentation Register with Your Embassy: If you are from India and run into trouble, contact the Indian Embassy or local consulate. Keep Documents Secure: Always have physical and digital copies of your passport, visa, and insurance documents. Health & Insurance: Ensure you have adequate travel or expat health insurance and know where the nearest pharmacy and hospital are located.

2.9 Culture Shock from Women Perspective

Women in software engineering frequently encounter a "culture shock" stemming from deep-seated gender disparities, communication double binds, and isolation. This shock often manifests as being the sole woman on a team, facing double standards when asserting leadership, and encountering unconscious biases that continually question technical credibility.

Key Aspects of the Culture Shock

- The "Only" Phenomenon:** Being the only woman on an engineering team or in a leadership meeting can be alienating. This often results in hyper-visibility, where a woman's performance is scrutinized as representative of her entire gender.
- Communication Double Standards:** Women often face negative labeling (e.g., being called "bossy" or "aggressive") for using the exact same direct communication style that earns men praise for strong technical leadership (Topić, 2022).
- The Credibility Gap:** Female developers often report having to repeatedly prove their technical chops. Simple architectural comments or standard code reviews can sometimes be met with disproportionate pushback or mansplaining.
- Micro-delegation:** Many women in tech report being expected to handle administrative or note-taking duties in technical meetings simply because they possess strong organizational or documentation skills.
- Support Role Steering:** Industry pressures and cultural biases can frequently steer women away from pure core engineering and toward support or management paths (like QA or Project Management) regardless of their actual coding aspirations.

Experiences of Women in Tech

- "Being ridiculed from the start. Being labeled a 'DI Ctator' when taking the lead. A colleague's comment on my code left me both baffled and irked."
- code.likeagirl. io

To better understand your specific interests regarding this topic, let me know if you would like to explore:

- Strategies for overcoming imposter syndrome and building confidence.
- How to find female mentorship and supportive tech communities.
- Navigating cultural differences in tech (e.g., comparing local Indian IT environments with global workplace cultures).

2.10 Gender Specific Challenges for Female Expatriates

Female expatriates face unique challenges beyond the typical expat struggles including navigating gender biases, balancing family and career and adapting to cultural norms that may differ from their home country.

i) Gender bias and discrimination

Female expatriates may face unconscious biases in management and HR thinking during the selection process leading to fewer opportunities

ii) Unequal Treatment-

They may encounter unequal treatment in the workplace, including exclusion from networking opportunities and unequal assignment of challenging tasks.

iii) Prejudices in host countries-

Host country nationals, both inside and outside the company may harbor prejudices against female expatriates

• Harassment and Assault-

Workplace harassment and assault remain a concern. Workplace harassment and assault occurs because when female officers outrun their male peer expatriates in professional expertise, efficiency and caliber as a result of which a jealousy factor lands in the mind of male counterparts. This jealousy takes the form of a phenomenon called male psychopathy which persuades a male counterpart or peers to assault and harass their female peers and also assaults which can take the form of sexual abuse, decrease in perks, lack of professional support and other manifestation which can hurt the ego of women and cause demotivation, disinterest and distrust in the system.

• Organisational Support and Work Environment

Lack of support-

Female expatriates may lack support from the organisations particularly in areas like flexible work arrangement or support for managing family issues.

Uncomfortable working environments-

In countries with patriarchal societies women may encounter challenges in navigating social norms, Workplace expectations or even safety concerns.

Limited professional networks

Building professional networks in a new country can be more difficult for a woman potentially impacting their career progression and overall experience.

Balancing work and personal life

Balancing professional and personal lives can be challenging for expatriate women requiring careful planning and communication with their families.

Family Responsibilities

Overseas assignments can strain family relationships, especially when child care or other family needs to be addressed while living abroad.

Child Rearing

The challenges of relocating children and ensuring they are well supported in a new environment can be particularly demanding for female expatriates.

2.11 Addressing the Challenges

Pre departure training

Organisations can provide comprehensive culture training that addresses gender specific issues and equips women with knowledge and skills to navigate the new environment.

Mentorship Programs

Establishing mentorship programmes can provide support and guidance for female expatriates, helping them navigate the challenges of their assignments and build their professional networks.

Flexible Work Arrangements

Offering flexible work arrangements can help women balance their professional and personal lives, making it easier to manage family responsibilities and other commitments.

Building Networks

Creating opportunities for female expatriates to connect with other women in the host country or at home can help them build social and professional networks.

3. Theoretical Foundations

This study is grounded in three complementary theories that explain expatriates' adjustment to unfamiliar cultural and organizational environments. The U-Curve Theory explains expatriate adjustment as a gradual

process comprising four stages: honeymoon, culture shock, recovery, and adaptation. It provides a useful framework for understanding how individuals adapt over time in a foreign environment. Cultural Intelligence Theory suggests that individuals with higher cognitive, motivational, and behavioural capabilities are better equipped to understand cultural differences, interact effectively with people from diverse backgrounds, and adapt to new cultural settings. Stress and Coping Theory views culture shock as a psychological response to unfamiliar environments. It emphasizes that appropriate coping strategies and organizational support, including cross-cultural orientation, can reduce stress and facilitate successful expatriate adjustment.

4. Drivers of Expatriate Adjustment

Successful expatriate adjustment is influenced by a combination of individual, organizational, and environmental factors that shape an employee's ability to adapt to a foreign assignment.

4.1 Individual Factors

Personal characteristics such as cultural intelligence, adaptability, previous international experience, communication skills, and emotional resilience help expatriates respond effectively to unfamiliar cultural and workplace situations.

4.2 Organizational Support

Organizations facilitate adjustment by providing pre-departure orientation, cross-cultural training, mentoring, supervisory guidance, and continuous HR support throughout the international assignment.

4.3 Cultural and Environmental Factors

The degree of cultural difference, language barriers, social norms, living conditions, and the host country's work environment significantly influence the speed and success of expatriate adjustment (Tyagi & Moses, 2020).

5. Cross-Cultural Orientation Programme

A cross-cultural orientation programme prepares expatriates for international assignments by familiarizing them with the host country's cultural, social, and organizational environment (Aliyu & Iwu, 2026). Its primary objective is to facilitate smooth adjustment, reduce culture shock, and enhance assignment effectiveness. An effective orientation programme typically includes language familiarization, cultural values and customs, workplace etiquette, communication styles, legal and regulatory information, health and safety guidelines, housing and banking assistance, and support for accompanying family members. Organizations can improve expatriate adjustment by providing pre-departure training, mentoring, continuous organizational support, practical cultural learning, and regular feedback throughout the international assignment. These practices promote faster adaptation and improve both individual and organizational outcomes.

6. Proposed Conceptual Framework

The proposed framework suggests that a well-designed cross-cultural orientation programme enhances expatriates' cultural intelligence, enabling them to understand and respond effectively to cultural differences. Improved cultural intelligence helps reduce the intensity of culture shock, leading to smoother cross-cultural

adjustment (Bennett et al., 2000; Tyagi, 2017). Effective adjustment, in turn, contributes to successful international assignments through improved performance, well-being, and organizational integration.

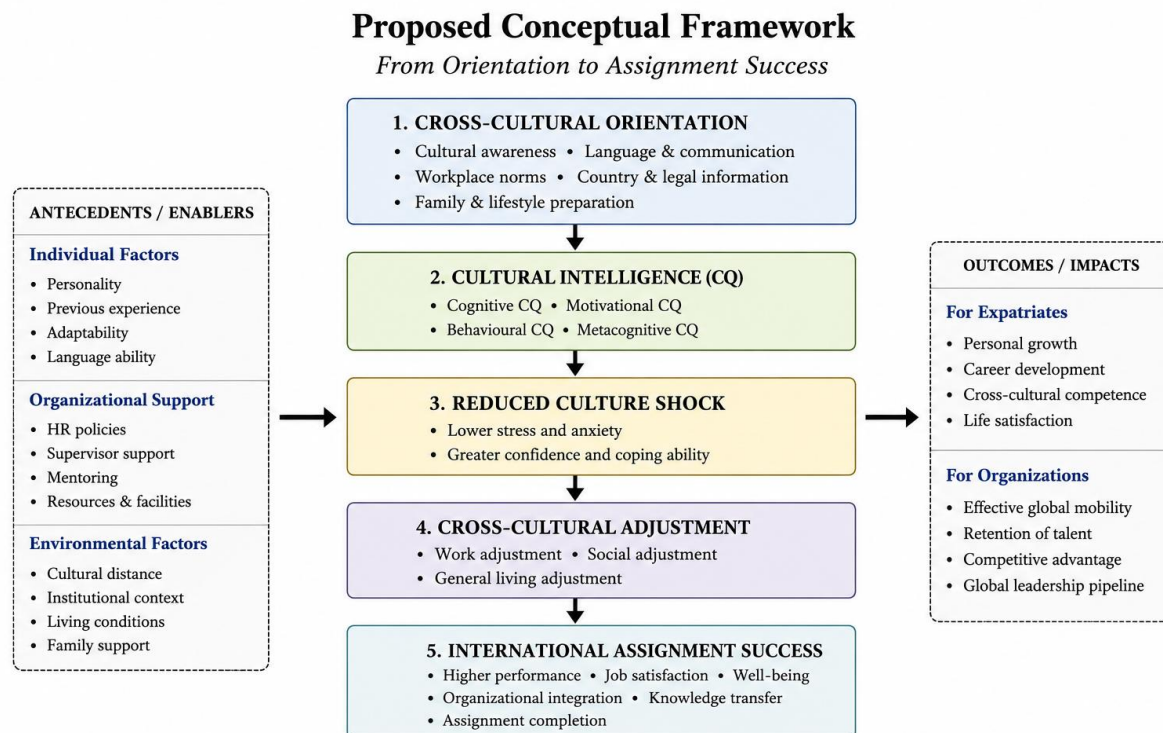


Figure 1: Proposed Conceptual Framework

7. Managerial Implications

Organizations should integrate cross-cultural readiness into expatriate selection, preparation, and support to improve adjustment and increase the likelihood of successful international assignments.

Training and Orientation

Comprehensive pre-departure and on-arrival orientation programmes can strengthen cultural awareness, reduce uncertainty, and facilitate smoother adaptation to the host country's work and social environment.

Global Talent Management

Developing culturally competent employees through continuous learning and international exposure helps organizations build a resilient global talent pipeline and enhance performance in multicultural workplaces (Patricia Diane Mouboua et al., 2024).

8. Conclusion and Future Research

Successful international assignments depend not only on employees' technical expertise but also on their ability to adapt to unfamiliar cultural and organizational environments (Asare, 2025; Tyagi et al., 2025). A well-planned cross-cultural orientation programme can strengthen cultural intelligence, reduce the effects of culture shock, and facilitate smoother adjustment in the host country. The proposed framework highlights the importance of integrating orientation and organizational support to improve expatriate effectiveness and overall assignment success.

Future studies may empirically validate the proposed framework across different countries, industries, and expatriate groups. Researchers may also examine the role of digital orientation programmes, artificial intelligence-based learning tools, virtual assignments, and family support in enhancing expatriate adjustment and long-term international assignment outcomes.

Reference

- Aliyu, M. O., & Iwu, C. G. (2026). Expatriate adjustment to cross-cultural learning and development among assignees in Nigeria. *SA Journal of Human Resource Management*, 23(1), 2951. <https://doi.org/10.4102/sajhrm.v23i0.2951>
- Asare, I. (2025). *Developing a Culturally Sensitive Orientation Model in a Multicultural Workplace*. <http://www.theseus.fi/handle/10024/905961>
- Banai, M. (2022). Toward a general theory of expatriates' cross-cultural adjustment. *International Studies of Management & Organization*, 52(1), 25–43. <https://doi.org/10.1080/00208825.2021.2023444>
- Baum, B. (n.d.). *DIVERSITY, EQUITY, AND INCLUSION POLICIES: ARE ORGANIZATIONS TRULY COMMITTED TO A WORKPLACE CULTURE SHIFT?*
- Bennett, R., Aston, A., & Colquhoun, T. (2000). Cross-cultural training: A critical step in ensuring the success of international assignments. *Human Resource Management*, 39(2–3), 239–250. [https://doi.org/10.1002/1099-050X\(200022/23\)39:2/3%3C239::AID-HRM12%3E3.0.CO;2-J](https://doi.org/10.1002/1099-050X(200022/23)39:2/3%3C239::AID-HRM12%3E3.0.CO;2-J)
- Cusumano, M. A. (2008). The Changing Software Business: Moving from Products to Services. *Computer*, 41(1), 20–27. <https://doi.org/10.1109/MC.2008.29>
- Figà Talamanca, G., & Arfini, S. (2022). Through the Newsfeed Glass: Rethinking Filter Bubbles and Echo Chambers. *Philosophy & Technology*, 35(1), 20. <https://doi.org/10.1007/s13347-021-00494-z>
- Fiske, S. T., & Bai, X. (2020). Vertical and horizontal inequality are status and power differences: Applications to stereotyping by competence and warmth. *Current Opinion in Psychology, Power, Status and Hierarchy*, 33, 216–221. <https://doi.org/10.1016/j.copsyc.2019.09.014>
- Niskanen, I. (2009). *Cultural Problems That Expatriates From Balkan are Facing in Finland*. Vaasan ammattikorkeakoulu. <http://www.theseus.fi/handle/10024/5775>
- Patricia Diane Mouboua, Fadeke Adeola Atobatele, & Olateju Temitope Akintayo. (2024). Cross-cultural competence in global HRD: Strategies for developing an inclusive and diverse workforce. *International Journal of Science and Research Archive*, 12(1), 103–113. <https://doi.org/10.30574/ijrsra.2024.12.1.0765>
- Topić, M. (2022). “I have found with women I have had some really good female bosses, but a lot of them can get quite bitchy”: Leadership styles, socialisation and blokishness in public relations industry in England. In *Towards a New Understanding of Masculine Habitus and Women and Leadership in Public Relations*. Routledge.
- Tyagi, N. (2017). SOCIO-ECONOMIC ISSUES AND PROBLEMS OF INDIAN WOMEN ENTREPRENEURS IN MICRO, SMALL AND MEDIUM ENTERPRISES. *International Journal of Management and Humanities*, 4(1), 32–35.
- Tyagi, N., & Moses, D. B. (2020). Organizational Culture and Managerial Effectiveness: A Study in Selected Institutions of Higher Learning. *Gurukul Business Review*, 16(1). <https://doi.org/10.48205/gbr.v16.2>
- Tyagi, N., Moses, D. B., Rai, S., & Mishra, R. M. (2020). Identifying organizational culture in private institutions of higher learning in India. *Journal of Mechanics of Continua and Mathematical Sciences*, 15(1). <http://jmcms.s3.amazonaws.com/wp-content/uploads/2020/01/24093951/12-IDENTIFYING-ORGANIZATIONAL-CULTURE.pdf>
- Tyagi, N., Nandal, M., Zharikova, E., & Tyagi, P. (2025). Perceived Organizational Politics and Its Outcomes: Exploring the Moderating Effect of Authentic Leadership on Employees. *Organizational Cultures: An International Journal*, 25(2). <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=23278013&AN=189920667&h=ZPxilw2k4RLPI4vLryvCJHdW3Oaj7YPOPT0IjKAc%2FN4DAgNE3dzDnU05qj9ZbgqAx3hiLWXY4xnizwR9I2w%3D%3D&crl=c>
- Tyagi, N., Shukla, G., & Singh, P. (2021). A Woman's Perspective of Entrepreneurship in MSME Family Businesses. In *Organising Entrepreneurship and MSMEs Across India* (pp. 87–107). <https://www.researchgate.net/profile/Navneesh->

Tyagi/publication/348437481_A_Woman's_Perspective_of_Entrepreneurship_in_MSME_Family_Businesses/links/5ff1f11a6fdccdc85155fd/A-Womans-Perspective-of-Entrepreneurship-in-MSME-Family-Businesses.pdf



Copyright & License:

© Authors retain the copyright of this article. This work is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.