Futuristic Agenda towards Leadership and Expatriation Research:
A Systematic Literature Review

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Abstract

In the interdependent, globalized world, effective leadership tends to navigate many cross-cultural challenges, paving the way for successful completion of international assignments. To add, the pivotal role of leadership in influencing expatriate adjustment and performance serves as the other side of a coin. Considering the leadership and expatriation paradigm, this paper aimed at an insightful exploration of the extant body of knowledge encompassing the leadership and expatriation dyad, tracing the development of literature in the last decade. In the said endeavor, relevant literature has been reviewed through a mixed approach of chronological and topical reviews. Review highlighted four connecting threads related to the said paradigm: first, transformational leadership styles impacting expatriate performance. Next, literature related to transformational leadership styles of expatriate leaders. Third, diverse leadership styles and expatriation and finally, the last thread encompassed a scholarly contribution related to different trends linking leadership and expatriation. Further, the current review proposes a futuristic conceptual framework embodying novel prospects and areas for future studies by extracting recommended themes from literature. Hence, the current work significantly contributes to the landscape of leadership and expatriation.

Keywords: *Leadership, Expatriation, (MNC`s) Multi-National Organizations, Global leaders, Expatriate performance, Cross-Cultural adjustment*

Introduction

In the wake of rapid globalization, international organizations tend to encounter various dynamics and pitfalls in their business operations. However, one of the main challenges faced by multi-national organizations (MNCs) is the capability of leadership and International Human Resource Management (IHRM) professionals to achieve positive outcomes from a diverse workforce while endorsing inclusion in employees (Lester et al., 2016). Similarly, due to rapid changes in recent times, companies with a presence across borders need to deal with a complex and dynamic competitive environment (Caligiuri and Tarique, 2012). As per Chang et al., (2012) MNC`s have a competitive advantage in terms of their capacity to generate and communicate knowledge from the headquarters to subsidiaries or business partners. In this pursuit, most of the tasks in MNCs are often accomplished by expatriates. Hence, expatriates are strategic assets and globally competent leaders as well, effectively dealing with employees belonging to diverse cultural settings (Caligiuri, 2012; Ng et al., 2009).

International assignments are critical for various organizations aiming at building and developing global talent, both to augment business strategy and opportunities, and to foster knowledge transfer (McNulty & Brewster, 2020). They can serve two developmental goals in addition to being used to perform specific roles in a foreign market, such as starting, managing, and/or controlling a foreign operation. Foremost, moving abroad gives a person the chance to learn firsthand what it takes to thrive while residing and working there, as well as to develop a deeper knowledge and understanding of the host society. Secondly, expatriation can help people with potential for senior management or leading positions advance their careers overall because they often take on a wider range of tasks in a smaller company abroad than they would in a position with a more defined job at home (Tung, 2014).

Hence, in this context, the concept of international assignments holds vital importance for expatriation. In fact, international assignments tend to greatly benefit expatriates in multiple ways, as they build on a global mindset, improve and refine intercultural and interpersonal skills and attain fluency in a foreign language (Shaffer et al., 2012; Takeuchi, 2010). However, the expatriates also encounter many personal and professional challenges arising from their personal and professional demands. The reasons for this are their adaptation to unfamiliar locations, effectively adjusting to new work requirements and getting acclimatized with different social and cultural mores and standards, encompassing behaviors, values and rituals (Andresen et al., 2018; Shaffer et al., 2012).

Keeping in view the challenges faced by expatriates, the crucial role and key responsibilities of quality leadership in managing the expatriates, as well as the different leadership styles of expatriate managers serving in host country multinational corporations remained relevant areas for academic studies. In this regard, Cavazotte et al., (2020) opined that the leader-follower relationships that frequently occur during the expatriation process are also responsible for diversity management and interactions between culturally unfamiliar people. Thus, in order to maintain efficiency, companies that employ foreign nationals are more likely to require effective leaders who can cross cultural barriers.

Additionally, owing to the interdependent globalized world, multinational companies (MNCs) have been cognizant that global leaders must learn to be effective in cross-cultural environments. Undoubtedly, effective leadership is quite challenging in a "domestic" environment when appended to expatriate responsibilities, consequently making leadership even more challenging (Sukri & Shasrini, 2020).

Global leaders being the members of the leadership team of a geocentric MNC have a global mentality in that they actively seek out talent and clients from around the globe while incorporating many cultures and customs within the company (Vogelgesang et al., 2014).

Hence, suggesting openness and inclusivity in leaders to acknowledge the uniqueness of individuals. The organization leadership needs to develop an understanding of managing the diverse staff in terms of the diversified workforce embodying varied perspectives and approaches to work.

Moreover, global leaders must truly value and respect different opinions and insights to encourage authentic discussions. Secondly, they tend to recognize the benefit of expressing diverse perspectives, which in turn create both learning opportunities and challenges (as cited in Lester et al., 2016, p.332). To address these two areas, Lester et al., (2016) suggested that leaders need to have a global mindset, which necessitates two dimensions, namely; cosmopolitanism and cognitive complexity, providing the worldview to address these two prerequisites. Levy et al., (2007) defined global mindset as "a highly complex cognitive structure characterized by an openness to and articulation of multiple cultural and strategic realities on both global and domestic levels, and the cognitive ability to mediate and participate across this diversity" (p. 244).

Besides the importance of leadership in promoting a global mindset, this study also considers the critical dimension of expatriation in association with leadership. Expatriates being the key workforce of global talent, make their contribution in transferring knowledge and technology to every corner of this world. In addition, they utilize their efforts to successful completion of international assignments. Recently, McNulty and Brewster (2017) referred to expatriation as the process of relocating employees abroad, either by an organization or self-initiation in order to achieve career-centric goals. Likewise, Xie (2020) stated that expatriates are a group of professional people who work and temporarily reside abroad for successfully completing their assignment.

As globalization continues, expatriates become an increasingly significant segment of the global labor pool, and hence, the definition of expatriate has also evolved over times. Currently, business expatriation has gained momentum due to the proliferation of MNCs in developing countries. Customarily, MNCs of developed nations send expatriates to developed or developing countries, and recently, MNCs with headquarters in developing nations have also started sending their expatriates to both developed and developing countries (Xie, 2020). Owing to the valuable input of expatriates, many corporations, especially MNCs purposefully practice business expatriation to advance their worldwide operations, ultimately increasing profit and enhancing the organization`s reputation and good will. In sum, the theme of expatriation indicates that leaders in global organizations need to focus on developing strategies to effectively manage expatriates (Xie, 2020).

Referring to the outcomes of expatriates, the literature related to expatriation identified cross-cultural adjustment as a critical component of successful international assignments. Furthermore, the expatriation research also hinted at the close connection and interwoven nature of performance and adjustment (van der et al., 2019). Therefore, highlighting a significant and positive association between cross-cultural adjustment and expatriate performance in MNCs.

It has been evident from the previous discussion that a global mindset is critical for leaders to manage expatriates in MNCs. Similarly, the leadership styles demonstrated by expatriate leaders to manage the host country employee performance in cross-cultural settings also hold key importance in the current debate.

Although research on leadership styles and expatriation success has gained currency in recent times, the focus areas for identifying the association between leadership and expatriation vary widely and many of the studies empirically tested the aforementioned connections. Such research endeavors empirically highlighted the phenomenon of

expatriation from the leadership perspective while adopting different leadership styles namely, transactional and transformational leadership (Alothiri, 2019), transformational leadership (Na-Nan, & Ngudgratoke (2017, Zhou (2017), and responsible leadership (Branco, 2018; Marques., et al 2021). However, conceptual reviews authored by Andersen, (2021) addressed the development of expatriation research. Whereas, Cumberland et al., (2016); Lester et al., (2016) reviewed the phenomenon of global leadership in terms of leadership competencies and advancement in global leadership, there is a dearth of conceptual and comprehensive literature reviews that have studied and analyzed the increasing body of literature connecting leadership and expatriation. Hence, a comprehensive report on the said concepts needs to be developed. Therefore, this paper aims to bridge the chasm by developing an insight into the literature connecting diverse leadership styles, expatriates` performance, and their commitment to the international assignment in MNCs.

It also seeks to study the relevant body of literature in terms of how the field is represented along a number of facets encompassing journal, year, national context, research methods, findings, and future recommendations. Moreover, it further looks for future research prospects while extracting themes from the reviewed literature. To sum up, the main purpose of this paper is to systematically review the development of existing literature focused on leadership and expatriation to identify the study topics that have been addressed so far and propose future study topics for research prospects.

Research Objectives:

1. To trace the development of literature related to leadership and expatriation success.
2. To classify different focus areas in the literature connecting leadership and expatriation.
3. To identify future research ideas extracted from the reviewed literature.

Definition of Key Terms:

Leadership:

A leader can be defined as someone who can inspire and encourage others towards the shared goals and who has managerial authority as well. Leadership refers to the tasks and actions that leaders take. In other words, it's a process of leading a group and influencing it to accomplish the proposed goals.

Expatriate:

An expatriate refers to a temporary migrant who has been sent to reside in overseas to complete an international assignment before returning to his or her parent country. Expatriates` make significant contributions in subsidiary corporations of MNCs through distinctive leadership, management, and organizational development, filling skill gaps, leading to successful international business ventures.

MNCs (Multi- National Corporations):

MNCs refer to corporations that have been registered and also run their operations in more than one country at a time. Generally, the MNC has its headquarters in one country and functions globally through its subsidiaries in other countries. In the current study, the MNCs have been dealt with due to the importance of these corporations for expatriates.

Literature Review

Systematic Literature Review:

The literature review revolves around major dimensions namely; leadership and expatriation encompassing transformational, transactional, responsible, and toxic leadership styles in connection with expatriation. The first thread connecting the said concepts encompasses transformational leadership style and expatriate performance. The second

concept covers various mechanisms dealing with expatriate leaders transformational leadership styles and cross-cultural adjustments. The final part considers various leadership styles and other dynamics related to expatriate leadership performance. The details are exhaustively discussed in the succeeding paragraphs.

Impact of Transformational Leadership on Expatriate Performance:

Transformational leadership has been a major topic of interest among scholars for the last decade. Considering the connection between transformational leadership style and expatriate performance, some research endeavors dated from 2012 to 2017 in reputed journals highlighted the nexus of said leadership style and expatriation,

In a Norwegian setting, Gundersen et al., (2012) indicated that transformational leadership positively impacted team performance in less dynamic work environments. The impact of team trust on the connection between transformative leadership and team performance was not moderated by workplace dynamism. Additionally, transformational leadership promoted workplace flexibility and was closely linked to job happiness. Visionary, team-focused leaders who gave constructive criticism on performance helped to create happier, better adjusted workers and improved team performance. In short, the study suggested that context or cross-cultural setting is a key element when linked with leadership performance. In this continuation, Lee et al., (2013) in Taiwan quantitatively showcased a major impact of social support and transformational leadership on the performance and adjustment of expatriates. Expatriate performance was also significantly moderated by cultural sensitivity and socialization experience of expatriates.

Likewise, in the context of Thailand, Na-Nan, & Ngudgratoke (2017) empirically found that the association between personality, transformational leadership in terms of openness and extraversion, expatriate adjustment, and job performance indicated that either personality or cultural adjustments have been critical for expatriates improved job outcomes.

Moreover, extraversion and willingness to try new things have signaled adaptability to a new cultural environment and appeared to be related to improved job performance. The findings of this study indicated that there may be a causal relationship between personality, expatriate adjustment, and job performance, and that this relationship may indicate that either personality or adjustments are essential for improving job performance. Extraversion and an openness to new things were discovered to be better adapted to the new cultural environment and appeared likely to lead to better job performance. The well-adjusted expatriates can therefore be assumed to perform similarly to their home country in the host country's general environment.

Transformational Leadership Style of Expatriate Leaders:

Researchers are still debating whether leadership styles transcend culture, but there has not been a conclusive solution. Nonetheless, according to recent research, managerial attitudes, beliefs, behaviors, and continuing efficacy vary across cultures, and these variations necessitate different management practices. Therefore, this part of the literature review has been dedicated to the dynamics in leadership styles particularly transformational leadership style among expatriate leaders and managers in cross-cultural settings.

In this context, Bealer & Bhanugopan (2014) have drawn certain differences in the leadership styles of managers from different nations. Relying on a quantitative method, the authors conducted a study in UAE multinational corporation however, from the perspective of European and US expatriate managers in contrast to UAE nationals displaying diverse norms of transactional, transformational, and passive-avoidant leadership. Results suggested UAE managers to be less transformational, much more passive avoidant and somewhat less transactional as compared to managers in the USA and Europe. Further, UAE managers were less transformational than their American peers, and as a result, UAE workers were less satisfied with their managers than workers in the USA and Europe.

Considering the expatriate leadership, Muenjohn & Armstrong (2015) further examined influence of culture on the leadership behaviors of expatriate managers practicing transformational, transactional, and laissez faire leadership styles. The researchers conducted a quantitative study using a sample of Thai employees working under Australian expatriate managers. According to the findings, the four cultural values of Thai subordinates, namely; power distance, uncertainty avoidance, masculinity, and individualism played a very small part in describing the variation in transformational, transactional, and non-leadership behaviours displayed by Australian managers except for the little positive impact of power distance on transformational leadership. The very limited impact that culture had on the three main leadership behaviours demonstrate the universality of transformational- transactional paradigm.

Yet, in another research endeavor, Zhou (2017), in a Japenese context developed meaningful insights into transformational leadership style and its influence on foreign subsidiary performance through analysing the reviewed literature. The author conceptualized an analytical framework that takes into account the four TL components of charisma, inspiration, intellectual stimulus, and individualized consideration of an expatriate leader to enhance the effectiveness and performance of a foreign subsidiary in an international business setting.

In continuation of the same domain, Ramsey et al., (2017) conducted an insightful study on developing global transformational leaders, however in the context of Brazil. The authors used surveys to gather data from 190 global leaders serving in Multilatinas. Research hypothesised that the Cultural Intelligence (CQ) of global leaders working for Multilatinas is a significant indicator of their transformational leadership behaviour in a cross-cultural setting based on the leader`s country of origin. Additionally, the international experience significantly moderated the relationship between CQ and transformational leadership.

Diverse Leadership Styles and Expatriation:

The third thread of literature deals with leadership styles other than transformational, and transactional leadership and studies the diverse topics connecting leadership and expatriation.   In this context, Salem et al., (2018) empirically studied the boundary spanning leadership of a field-officer who encourages cooperation between local and expatriate employees, thereby promoting collaborative learning and innovation. 137 humanitarian aid workers were part of the sample serving in different parts of the world. Research demonstrated that leaders' boundary-spanning leadership tends to foster learning and creativity among both groups. The leaders appeared to promote more positive cooperative relationships between the two groups in general by engaging in frequent and equal encounters with both locals and expatriates. Similarly, collaboration between groups significantly mediated and strengthened the association between boundary spanning leadership, learning, and creativity. To add to this, the connections are moderated by the in-group prototypicality. Despite the fact that boundary-spanning leadership does promote teamwork, in-group prototypical leaders were more successful at fostering intergroup cooperation.

Hoffman & Sergio (2020), in the context of Uzbekistan, explored yet another leadership style namely toxic leadership through an explorative phenomenological cross-sectional study. The author identified how workplace cultures can be sensitive to leadership behaviours that may hinder the innovation preparedness of expats. They indicated that toxic leadership can be a pervasive and destructive reality in modern organizational settings, leading to mistreatment, harm, increased turnover intentions, monetary losses, and disengagement from innovative work behaviours.

In continuation with diverse leadership styles and their connection with expatriates, two of the recent studies indicated responsible-leadership style as an emerging concept in the leadership domain. In a context of Portugal, Branco (2018) in an empirical examination of a

global sample hinted at a non-noticeable direct influence of responsible leadership on

expatriate performance but demonstrated a positive direct impact on well-being at work.

Further, expat well-being significantly mediated the influence of responsible leadership on

expatriate performance with no significant indirect moderating impact of cross-cultural

adjustment.

Yet another investigation by Marques et al., (2021) also highlighted the phenomenon

of responsible leadership and focused on the leadership processes to achieve expatriates`

effective performance in an international context. The study suggested a significant

association between host country supervisor`s and responsible leadership on expatriates`

cross-cultural adjustment and affective wellbeing at work, ultimately improving expatriate

performance. The authors opined that adopting a more inclusive perspective on leadership

that transcends the leader-follower dyad and takes into account business stakeholder

interactions might be beneficial for expatriation research. It further emphasized the

significance of host-country supervisor traits complemented by RL's virtue components

important for engaging in intergroup behaviour towards stakeholders both inside and outside

the organization, and promoting expats' self-identification.

Diverse Trends in Leadership and Expatriation:

This particular thread on leadership and expatriation discusses the topics

demonstrating the linkages between leading management roles and their impact on expatriate

performance without considering any particular leadership style. Considering the above

theme, Jabeen et al. (2012) investigated whether leadership efficacy is influenced by the

personality characteristics of Indian expatriates working in the United Arab Emirates. For this

purpose, 152 Indian expatriates employed in leadership positions in various organizations in

the United Arab Emirates participated in a survey. According to the study's findings, there

was a clear link between personality characteristics and leadership effectiveness. The

respondents' non-depressive characteristics favourably enhance analytical thinking, which facilitates issue solving. Researchers cited non-depressive characteristics as one of the factors that make Indian expatriates the most sought-after and dependable workforce in UAE organizations. They are chosen over other expatriate forces in high positions because they are willing to accept low pay and have a high level of commitment because they lack depressive characteristics.

To add to this, Makela et al. (2019) highlighted the connection between leader and expatriate interaction in a quantitative study conducted in Finland. The author suggested greater work satisfaction for expatriates when associated with low functional distance with a supervisor. Working in the same country under the same leadership was associated with higher levels of expatriate happiness than those who were physically separated. It's interesting to note that expats with high functional distance were happier with their jobs if they worked in a different nation from their manager. Hence, emphasizing the variance of expatriate work satisfaction and happiness under the leaders in terms of physical and functional distances in the same and different nations

Considering the expatriation experiences of leaders and their effective performance in MNCs, Kossek et al., (2017) empirically examined the association between cultural distance and ratings of leadership efficacy in terms of task and cultural effectiveness using a 360-degree rating assessment while involving different hierarchical perspectives from host country subordinates, supervisors, and peers and cultural distance. Findings suggested that some sorts of leader-to-stakeholder connections and ratings may be more negatively impacted by cultural distance than others. The study also considered a low-power-distance or high-humane-orientation culture as a significant element in reducing the detrimental impact of cultural difference on peer assessments.

Tsai et al., (2019), in yet another study conducted in Thailand, identified modes of cross-cultural leadership adjustment and also explored their influencing factors. Expatriate leaders preferred exploration, determination, and absorption as the most valued modes, considering leadership adjustment and effectiveness in cross-cultural settings. Furthermore, non-confrontationally, ineffective teamwork, and a lack of expressiveness have been identified as key factors influencing leadership modes.

In continuation of studying expatriate leaders, one of the recent studies examined by Chinese researchers Guang and Charoensukmongkol (2020) highlighted the impact of Chinese expatriate cultural intelligence on their effectiveness in terms of leadership, supervisory roles, and Thai employees` engagement and commitment towards work. Findings confirmed the impact of expatriate leaders` cultural intelligence on foreign workers' performance in terms of relations between supervisors and subordinates. Moreover, significant relationships between leadership effectiveness and employee commitment were seen when supervisor support was used as a mediator.

Overall, research on leadership and expatriation highlights the unique challenges and opportunities that expatriate leaders and employees` face in cross-cultural settings. Developing cross-cultural competency, effective communication skills, and organizational support are critical for success in these roles. After reviewing the relevant literature related to leadership and expatriation, the research methodology will be thoroughly explained in the next section.

Research Methodology

Research Design

This study draws upon a systematic literature review of the extant body of knowledge related to the role of leadership and expatriates` management and performance in terms of their positive and negative outcomes. The mixed approach of chronological and topical

review has been considered for analyzing the data and identifying the major themes. In this pursuit, studies of the last 10 years (2012-2022) were explored and analyzed to extract the significant themes connecting leadership and expatriation. The paper sought to analyze the relevant body of literature in terms of how the field is represented in a number of aspects, including title, journal, year, national context, research methods, findings, and future recommendations.

Data Collection Method:

Data has been collected through secondary means using online platforms such as the Google Scholars, BASE, Semantic Scholar, and HEC digital library. In this regard, the keywords leadership and expatriation were used to select appropriate data from the literature. Initially, thirty-five research articles were considered after surfing. However, considering the scope of the current paper, the sixteen most relevant studies published globally in esteemed journals have been shortlisted for the analysis.

Data Collection Criteria:

Literature has been selected based on pre-identified criteria, foremost the criteria of an esteemed and recognized journal. Secondly, literature produced in a time period of last decade (2012-2022). Finally, studies dealing with different leadership styles and expatriate outcomes and articles that considered expatriate global leaders in terms of their cross-cultural adjustments and performance remained the focus of this study.

Sampling Technique:

Purposive sampling technique has been employed in selecting appropriate and relevant research articles related to the areas of Leadership and Expatriation. It appeared to be the most preferred sampling technique for choosing data based on the pre-defined criteria.

Data Analysis:

Analysis has been carried out through a comprehensive systematic review, showcasing the development of literature related to leadership and expatriation through the time frame, authors, context, and journals. Afterwards, the different focus areas in terms of various leadership styles and expatriation were classified and analyzed. Finally, the significant themes extracted from the reviewed literature have been identified. Furthermore, as per the purpose of the paper, a conceptual framework has been proposed showing the substantial concepts extracted from the literature for future research prospects.

Discussion and Future Prospects

The reviewed literature offers meaningful insights into the current leadership dynamics when linked with expatriation experiences, challenges, and factors enhancing cross-cultural leadership. Considering the development traced in the leadership and expatriation paradigm, the four key focus areas have been identified encompassing transformational leadership styles impacting expatriate performance with studies in the time frames of 2012 and 2017 in Taiwan, Norway and Thailand contexts. Next, literature related to transformational leadership styles of expatriate leaders covers the period of 2014, 2015, and 2017 conducted in global contexts of USA, UAE, Australia, and Japan. Third section deals with the theme of diverse leadership styles and expatriation falls in a time frame of 2018, 2020 and 2021 discussing various leadership styles such as toxic leadership, boundary-spanning leadership, and the latest trend in a leadership domain, namely responsible leadership in a global context, including Germany and Portugal. Finally, the last thread contains a scholarly contribution related to the leadership and expatriation produced in 2012, 2017, 2019, and 2020 in a global arena, particularly in the UAE, India, Finland, Thailand, and China. Hence, scholarly development in the last decade views the literature dealing with

responsible leadership style and diverse trends in leadership and expatriation discussed in the last focused area of a review as the latest and most futuristic trends.

Referring to the review, most of the studies have been dedicated to transformational leadership following responsible and transactional leadership styles, with scholarly work mostly produced from a global perspective. Further, majority of the studies focused on the performance and challenges of expatriate leaders in cross-cultural settings.

Considering journals, almost all of the selected literature is published in esteemed journals with more publications from the International Journal of Human Resource Management, following the International Journal of Business and Information, the International Journal of Applied Business and Economic Research, the Journal of Leadership and Organizational Studies, the International Journal of Business and Management Science and so on.

Regarding the conceptual framework and future prospects extended by the authors, the first theme considered multiple contextual variables, different sample structures, longitudinal research, large sample sizes, cross-cultural aspects, and also proposed some moderating variables for future prospects (for details, refer to the review table 1 in the appendix).

Figure 1
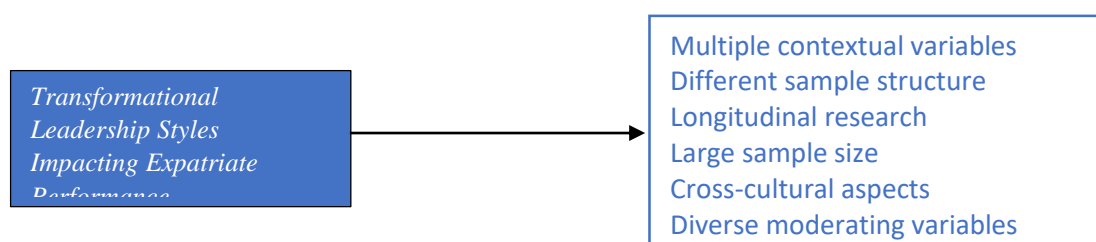
As per the second theme generated from the literature, future studies may focus on extending the borders through the inclusion of other countries to study the same phenomenon and emphasized empirical investigations while proposing different variables to study the

effectiveness of expatriate leaders in host country MNCs (for details, refer to the review table in the appendix p.21-24).

Figure 2
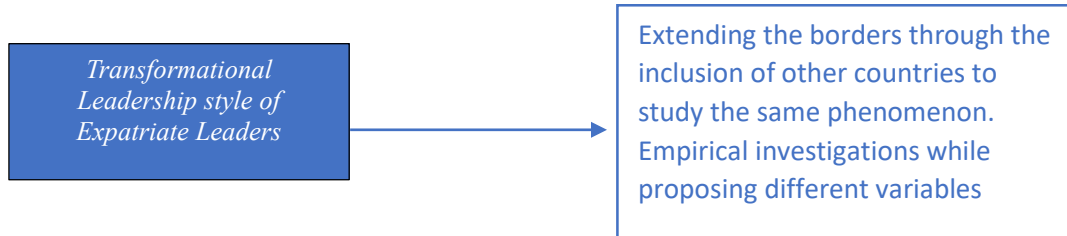
Further, a third area demonstrating industrial leadership has proposed opportunities, cultural experience, level of skills, career aspirations, and demographic factors to be studied in future works. Research dealing with boundary-spanning leadership highlighted areas such as fine-grained measures of group prototypicality, large sample sizes and longitudinal studies using a field experiment. Further, scholarly work related to responsible leadership style suggested the incorporation of different sampling technique, large sample size, longitudinal studies, self-assessment evaluations, peer rated evaluations, supervisor evaluations, supervisors' personal characteristics, and other mechanisms enhancing responsible leadership effectiveness (for details, refer to the review table in the appendix. p.21-24).

Figure 3
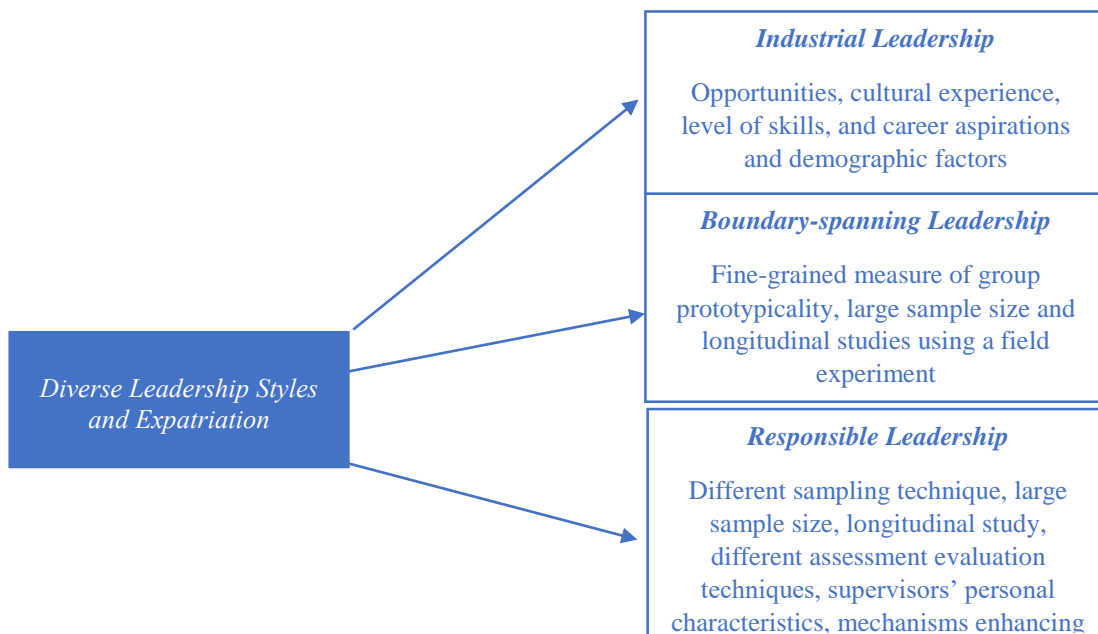
The final thread discussed the diverse and current trends in the leadership domain linked to expatriate leader performance and cross-cultural adjustment. This particular area emphasized on the production of empirical scholarly work on expatriate leadership to study different cultural dimensions, organizational behavior processes, and cultural diversity in terms of national, economic, and cultural backgrounds. Further study topics mentioned were, types of expatriate assignments, organizational support, impacts of different genders and moderation of gender roles in expatriate performance, factors such as organizational internal policies vs. international regulations, and different aspects of physical distance between leader and follower (for details, refer to the review table in the appendix p.21-24).

Figure 4
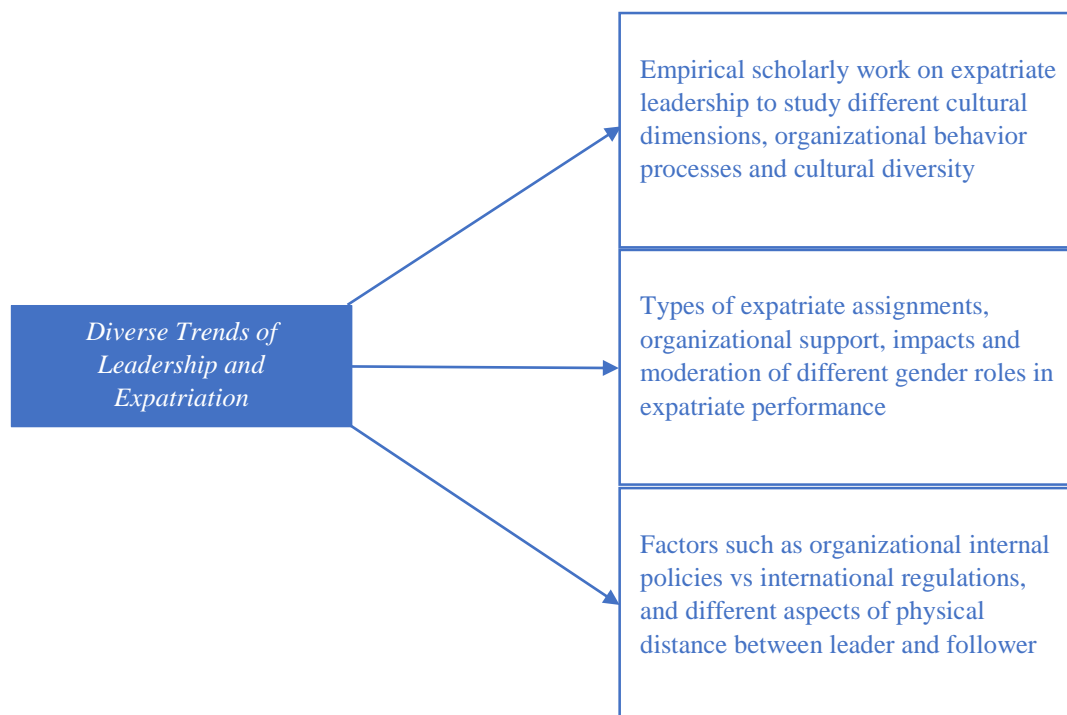
Research Implications:

The study categorically adds substantial knowledge to the contemporary academic discourse on leadership and expatriation paradigm. Furthermore, it significantly contributes to developing a conceptual research framework for future prospects. The expected theoretical and managerial implications for this paper can be summarized as follows;

Foremost, in terms of theoretical implication, the research scholars, researchers, and students may take help from the future research prospects connecting leadership and expatriation. Moreover, they can utilize the research framework encompassing various threads related to the said area.

Secondly, the findings can have managerial implications as well, such that IHRM leaders and managers working in MNCs or global organizations can gain meaningful insights from the leadership styles leading to expatriates` positive outcomes. Similarly, Similarly, expatriate leaders can benefit from visualizing and implementing modes of leadership effectiveness or other leadership effectiveness strategies to overcome cross-cultural challenges while developing and maintaining global leadership competencies.

The study has certain limitations too; foremost, it only studies the time frame of the last decade. Moreover, it does not focus on a particular context and studies the reviewed literature in terms of its breadth by considering the global perspective.

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Appendix

Topic/ Year/context	Journal	Methodology	Research Purpose	Findings	Future Recommendations
Leading International Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments Gundersen et al., (2012) Norway	Journal of Leadership & Organizational Studies	Quantitative Questionnaire	To examine transformational leadership in the context of international project teams and its relationship to team performance, work adjustment, and job satisfaction.	A positive relationship between transformational leadership and the outcomes. Trust in the team partially mediated the relationship between transformational leadership and team performance, and environmental dynamism moderated the direct effect between transformational leadership and team performance.	Multiple contextual variables the sample structure consisting of teams and cluster data on team performance accordingly. qualitative methods, such as the critical incident technique. longitudinal designs
Impact of transformational leadership on Expatriates Performance Lee et al., (2013) Taiwan	Career Development International	Quantitative Questionnaire Taiwan subsidiaries operating in China	To examine the impact of transformational leadership and social support on expatriate adjustment and performance	Findings showed a significant impact of transformational leadership and social support towards expatriate adjustment and performance. The moderation of socialization experience and cultural intelligence also contributed in expatriate performance.	Longitudinal Research, large Sample size, responses from external leaders, cross-cultural aspect. Prior international experience and tenure in the assignment have been proposed as important moderating variables for future studies.
Cultural Influence on expatriates Performance	International Journal of Business and Information	Quantitative Questionnaire	To study the association of the work-related values of employees and the	The four cultural dimensions showed no significant impact on the transformational,	Employing other theories Aspect of femininity in term of

from the perspective of Transformational leadership Muenjohn & Armstrong's (2015) Australia		Thai multinational organizations	leadership behaviours demonstrated by Australian expatriate managers towards Thai subordinates	transactional, and non-leadership behaviours, however, power distance manifested the small positive impact on transformational leadership.	transformational leadership style Studying personality traits of both leaders and employees
Transactional and transformational leadership behaviour of expatriate and national managers in the UAE: a cross-cultural comparative analysis. Bealer & Bhanugopan (2014) Middle East	The international journal of human resource management	Quantitative Questionnaire UAE MNCs Expatriate leaders from US and Europe and UAE Nationals	To understand the difference in the leadership styles displayed by national and expatriate managers working in UAE and to compare the findings with standard norms of leadership practices in the USA and Europe. and UAE.	Managers in the UAE were less transformational than their counterparts in the USA and because of this different style of leadership, employees in the UAE were less satisfied with their supervisors than employees in the USA and Europe.	Extend to other countries in the Middle Eastern region. Managers of a different nationalities might lead in different ways
The Effects of Personality and Transformational Leadership on Expatriate Adjustment and Expatriate Performance Na-Nan & Ngudgratoke (2017) Thailand	International Journal of Applied Business and Economic Research	Quantitative Questionnaire International Schools Association of Thailand	To reveal the variations of personality and transformational leadership on the expatriates` employees` performance and adoption	Either personality or adjustment have been crucial for enhancing job performance. The extraversion and openness to learning were significant to adopt to new cultural environment.	All international firms in Thailand in comparison with past and this research Longitudinal analysis Association of the expatriate adjustment and their performance with limited to less than three years working experience

Transformational Leadership of Expatriates and Foreign Subsidiary Performance Zhou (2017) Japan	Journal of Economics, Business and Management	Qualitative Theoretical Review	To know the influence of expatriate managers transformational leadership style on overseas subsidiary performance.	A theoretical framework encompassing four elements of TL: charisma, Inspiration, Intellectual stimulation and Individualized consideration of an expatriate in international business environment to improve the performance of foreign subsidiary.	Empirical research using data from different countries
The effects of cultural intelligence on leadership performance among Chinese expatriates working in Thailand Guang, & Charoensukmongkol**,** (2020) China and Thailand	Asian Business & Management	Quantitative Questionnaire Chinese Expatriates and Thai employees working in Chinese MNEs.	To explore the influence of Chinese expatriate cultural intelligence on their leadership effectiveness, supervisory role, and the level of engagement from their local Thai subordinates.	Finding supported the contribution of CQ on expatriate performance in terms of supervisor-subordinate relationship. Mediation of supervisor support showed positive impact on the relation between leadership effectiveness and employees` commitment.	Experimental methods and longitudinal data collection to find the impact of CQ on expatriates' leadership effectiveness. Large Sample size Different context
Industrial Leadership within the United Arab Emirates: How Does Personality Influence the Leadership Effectiveness of Indian Expatriates? Jabeen, et al., (2012) India and UAE	International Journal of Business and Management Science	Quantitative Questionnaire Indian expatriates	To find the impact of personality traits on leadership effectiveness of Indian expatriates working in the UAE.	The leadership effectiveness was related with only one personal characteristic which was the income of the employees. The non-depressive traits of the respondents positively boost the analytical thinking by which problem solving is made easier.	Relationship between satisfaction and performance within the context of organizational justice. Leadership opportunities, cultural experience, level of skills, and career aspirations have on perceptions of job satisfaction and performance. Importantly, demographic factors.

Rating Expatriate Leader Effectiveness in Multisource Feedback Systems: Cultural Distance and Hierarchical Effects Kossek et al.,(2017) Global Context	Human Resource Management	Quantitative Questionnaire 14,294 ratings of 4,019 expatriates from 121 host countries including US, UK, Canada, and Switzerland	To identify association between cultural distance and ratings of effective leadership in terms of task and contextual performance by colleagues having different hierarchical positions (subordinates, supervisors, peers).	Study shows a stronger effect of cultural distance on ratings of perceived expatriate leadership competencies for certain rater groups than others. Moreover, cultural distance was associated with more negative perceptions of expatriate cross-culturally.	Leadership research to continue to identify and clarify which cultural dimensions are more salient and act as psychological triggers for organizational behavior processes. Studies of cultural diversity should consider how ratings of leaders may be more or less culturally biased. Different types of expatriate assignments, cultural dimensions and expatriate adjustment and organizational support for expatriate cultural integration. The direct and moderating effects of gender on ratings.
Developing global transformational leaders Ramsey et al., (2017) Brazil	Journal of World Business	Quantitative Questionnaire Global leaders of MNEs operating in Brazil	To demonstrate that global leaders with high levels of cultural intelligence will have high levels of transformational leadership as they can understand the differences of other cultures, and properly alter their behavior.	The positive association between CQ and transformational leadership and the moderation effect of international experience from Multinationals perspective.	Universal perspective TL for domestic operations CQ components on overall transformational leadership, as well as leadership behaviors can be studied. CQ impact on big five personality traits
Cross -Cultural Leadership Adjustment Tsai, et al., (2019) Thailand	The International Journal of Human Resource Management	Qualitative Interviews and On-line survey Senior expatriate managers of different countries working in MNCS	To highlight modes of cross-cultural leadership adjustment and explore the factors which influence them.	Exploration, determination and absorption have been the most preferred modes for cross-cultural leadership adjustment. Moreover, Inexpressiveness, non-confrontationality and ineffective teamwork were the main factors influencing leadership modes.	Empirical study dealing with expatriate leaders belonging to and serving in a diverse national, economic and cultural backgrounds. Organizational factors influencing leadership modes such as indigenous policies vs international regulations.

Satisfaction with an expatriate job : the role of physical and functional distance between expatriate and supervisor (Finland) Makela et al., (2019)	Journal of global mobility	Quantitative Questionnaire Sample of 290 Finnish expatriates in Germany (16.2 %), the USA (14.1 %) and Switzerland (9.3 %) and in total the respondents listed 51 host countries.	This study focuses on satisfaction with an expatriate job and how such satisfaction is linked to leadership through examining how physical and functional distances between an expatriate and his/ her supervisor are related to job satisfaction.	Low functional distance with a supervisor is related to greater satisfaction with the expatriate job. Interestingly, expatriates with high functional distance are more satisfied with the expatriate job if they work in a different country to their supervisor.	Different aspects of physical distance between leader and follower also taking account if the leader is located in the expatriate's host country, home country, or some other country. The effects of dual leadership several sources for data collection, perhaps involving questioning supervisors too.
Understanding the Effects Of Toxic Leadership On Expatriates' Readiness For Innovation: An Uzbekistan Case Hoffman, & Sergio ,(2020)	Journal Of Eastern European And Central Asian Research	Qualitative, phenomenological study. Semi-structured interviews.	The study explored the effect of toxic leadership on self-initiated and company assigned expatriates' readiness for innovation.	The study concluded that toxic leadership adversely affected expatriates' readiness for innovation. Four distinct themes that included managerial ineffectiveness, interpersonal harshness, laissez-fair, and indecisiveness/inaction.	Not provided
The Influence of Responsible Leadership on Expatriates' Performance: The Mediating Role of Affective Well-Being at Work and the Moderating Role of Cross-Cultural Adjustment Portugal Branco (2018)	Master`s Dissertation	Quantitative Online questionnaire 28 host countries with majority 73% of respondents from Portugal	This research aims to investigate the impact of responsible leadership on the performance and affective wellbeing of expatriates at work. Additionally, it is believed that cross-cultural adaptation should be considered when communicating with expatriate workers.	The findings indicate that effective leadership had no discernible impact on the success of expatriates. In turn, RL enhances affective well-being at work and influences expats' success indirectly through the mediation of affective well-being at work.	Sampling technique, scope and size Longitudinal study Future research should obtain the self-assessment evaluation, peer rated evaluation and supervisor evaluation.

| Responsible leadership during international assignments: a novel approach toward expatriation success Global context Marques et al., (2021) | International Journal of Human Resource Management | Online questionnaire Sample of expatriates around the world who were working in 28 host country. | To find the association of RL with expatriate performance, cultural adjustment and effective well - being of workers. | RL may be viewed as a leadership approach that potentially reconciles various domains of social support. the positive association was found between RL and affective wellbeing at work. | To examine actual degrees and types of support that RL could generate in work place. Supervisors' personal characteristics. How RL might help prevent dysfunctional effects in both work and non-work-related situations. |