Evaluation of Prevailing Worldviews and Value Systems in Relation to How They Are Shaped by Culture and Identity

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Abstract

Globalization has interconnected modern enterprises across borders and cultures, presenting leaders with complex challenges in navigating diverse worldviews, value systems and identities shaping stakeholder communications and decisions. This analysis examines prevailing cultural perspectives globally and implications for executives maneuvering multiplicity. Defining worldviews as shared assumptions explaining existence, humanity and nature, it outlines dominant paradigms like Christianity, Islam, Hinduism, Buddhism, naturalism and postmodern relativism arising from faith traditions, philosophies and ethnic identities. As scientific rationalism spread through modernization, traditional worldviews endured. Value systems denoting shared norms around integrity, achievement, collective good and social order also diverge, seen through cultural dimensions like individualism versus collectivism, power distance, masculinity/femininity and uncertainty avoidance. Group identity forges worldviews and values via aspects like ethnicity, nationality, language and customs. Subcultures sprout distinct affiliate identities too. For leaders, cultural intelligence in grasping diverse mindsets enables nuanced navigation across complexity. Key dilemmas include directing dispersed teams amidst preferences like assertiveness versus reticence, resolving ethical relativism when practices deemed acceptable locally violate global norms, persuading hierarchical cultures to embrace agility and planning strategy attuned to profit motivations or collective stability as fits contexts. Blending Eastern and Western priorities, Carlos Ghosn rescued Nissan. Microsoft's Gates aligns global health equity and business growth despite belief barriers. Such cultural bridging represents a critical capability. Essentially, leadership demands appreciating varied worldviews, contextualizing appropriately across cultures and communicating vision attuned to local values, rituals and motivations while upholding ethical universals for optimal resonance and solidarity.

Keywords: *Prevailing Worldviews, Value Systems, Culture, Identity*

1.0 Introduction

The contemporary business environment is increasingly global, interconnected and characterized by high cultural diversity (Nohria & Khurana, 2010). As organizations expand across borders and cultures, leaders face numerous challenges in navigating this complex landscape to drive success (Osland, Li & Wang, 2011). Key aspects leaders must grapple with include managing distributed teams, framing effective strategies for local versus global markets, and fostering collaboration across diverse cultural perspectives and values (Zweifel, 2013 as cited by Chimakati, 2023). To address these challenges, there has been growing research on the global leadership competencies required, such as cultural intelligence, virtual team management, cultural adaptation capabilities, and leading global organizational change (Van Dyne et al., 2006 as cited by Chimakati, 2023). While significant focus has been placed on skills and behaviors, relatively less emphasis has been placed on how deeper level cultural aspects shape leadership strategies and responses (Javidan & Bowen, 2013 as cited by Chimakati, 2023). In particular, the concepts of cultural worldviews, cultural value systems, and their linkage to identity and shared meaning can profoundly impact global leadership approaches in different contexts (House et al., 2004 as cited by Chimakati, 2023).

Worldviews encompass the philosophical assumptions and beliefs through which groups perceive the world, their place within it, the nature of time, space, human nature, and economic/social relationships (Koltko-Rivera, 2004). Cultural value systems involve the shared ideals and normative beliefs within cultural groups regarding morality, ethics, desirability, and social/economic outcomes (Gaitho, 2022 as cited by Chimakati, 2023). Identity shapes the distinctive symbols, rituals, attributes, and shared experiences tied to cultural groups. The goal of this analysis is to critically examine the prevailing worldviews and cultural value systems around the globe, analyze how they are shaped by cultural and identity dimensions, and relate them to implications and challenges for global leadership strategies and practices. By developing deeper insight into these cultural drivers, leaders can formulate approaches better attuned to diverse worldviews and values when operating cross-culturally (Earley et al., 2006 as cited by Chimakati, 2023). The ability to bridge these gaps can enhance contextual decision-making, stakeholder alignment, and organizational outcomes in an increasingly complex global environment (Caligiuri & Tarique, 2012 as cited by Chimakati, 2023).

1.1 Prevailing Worldviews

As globalization accelerates interconnectivity between cultures, leaders must navigate increasingly complex worldviews underpinning societal meaning-making (Nohria & Khurana, 2010 as cited by Chimakati, 2023). Worldviews represent integrated systems of perception encompassing assumptions, values, and beliefs through which groups define reality, existence, and relations (Hedlund-de Witt, 2013 as cited by Chimakati, 2023). Kearney (1984) explains that worldviews provide cognitive orientation maps guiding interpretation. Diverse worldviews prevail globally tied to factors like faith traditions, scientific paradigms, and cultural customs. Religious worldviews remain dominant internationally, binding communities through shared rites, ethics, and ontological concepts (Yinger, 1970 as cited by Chimakati, 2023). Christianity envisions existence as bestowed by a supernatural Creator with implications for human dignity, morality, and afterlife accountability (Hanson, 2018 as cited by Chimakati, 2023). The Islamic worldview emphasizes Quranic principles, ummah belonging, and divine judgement (Esposito, 2019 as cited by Chimakati, 2023). Hindu cosmology sees self-realization of the divine within all beings as the goal, upholding dharma ethics and karma causation (Gaitho, 2022 as cited by

Chimakati, 2023). Buddhists highlight impermanence and interconnectivity across all manifestation, advocating enlightened living for freedom from suffering (Rahula, 2019 as cited by Chimakati, 2023).

Scientific worldviews gained prominence through the Enlightenment, elevating reason, evidence, and schools like naturalism, rationalism, empiricism, and positivism (Stenmark, 2013 as cited by Chimakati, 2023). Naturalism favors material explanations, rationalism deduction, empiricism sensory proof, and positivism verifiability. Modernization spread these principles globally, often conflicting with established traditional beliefs. Diverse cultural worldviews endure tied to shared languages, customs, and homelands. Native American perspectives honor metaphysical tribal bonds and nature (Deloria, 1973 as cited by Chimakati, 2023). Confucian thought prioritizes social harmony, virtues, and filial piety within Chinese society (Ivanhoe, 2019 as cited by Chimakati, 2023). Western outlooks extol individualism, democracy, and Judeo-Christian roots (Sire, 2015 as cited by Chimakati, 2023). Local varieties of universalizing worldviews like Islam also emerged, fusing core tenets with contextual aspects. Relativist yet humanistic cultural sensemaking represents a crucial capability for global leaders in appreciating diverse worldviews (Osland, Li & Wang, 2011 as cited by Chimakati, 2023). This involves contextual analysis that neither imposes absolutist judgments upon different cultural meaning-making nor succumbs to extreme postmodern relativity denying shared truths and universal ethical principles that bind humankind.

Koltko-Rivera (2004) provides a comprehensive framework for conceptualizing variations in dominant cultural worldviews across four key dimensions: nature and the environment, human nature, type of society, and spirituality and religion preferred. Careful assessment of stakeholder worldviews regarding ecological values, dimensions of identity, economic systems, and metaphysical beliefs enables leaders to craft resonant framing, messaging, and vision. However, worldviews remain dynamic—leaders must track societal shifts over generations regarding attitudes to sectors like commerce, governance, and technology through longitudinal surveys. Geert Hofstede's cultural dimensions theory also highlights useful typologies for categorizing worldview differences tied to aspects like individualism versus collectivism, tolerance for hierarchy and inequality, implications of gender identities, comfort with uncertainty, and short versus long-term orientation (Hofstede, 2006 as cited by Chimakati, 2023). Leadership communications, negotiations, and crisis response all demand adaptation to these cultural variability spectrums. For instance, uncertainty avoidance level impacts openness to entrepreneurial risk, while masculinity versus femininity shapes conciliatory tone. Essentially, worldviews supply perceptual filters for existential and ethical interpretations, political ideologies, social relations, and motivations globally, making deep resonance essential for leaders crossing borders (Naess, 1987 as cited by Chimakati, 2023).

1.2 Value Systems

Cultural value systems denote the interrelated sets of norms, ideals, customs and beliefs that ethnic, regional or national groups uphold regarding desirable goals, moral conduct and social existence (Williams, 1970 as cited by Chimakati, 2023). Value systems build upon worldviews but focus specifically on norms and priorities rather than broader meaning frameworks. They deeply impact group and individual decision-making, ethics and aspirations. A key dimension of cultural value systems involves the spectra between individualism and collectivism (Hofstede, 2006 as cited by Chimakati, 2023). Individualism prioritizes autonomy, personal freedom, achievement and self-interest. Collectivism emphasizes community, shared objectives, harmony and group loyalty over self-goals (Oyserman et al., 2002 as cited by

Chimakati, 2023). Individualism predominates in Western cultures like America, Britain and Europe which champion capitalism, democracy and personal liberty (Waterman, 1984 as cited by Chimakati, 2023). Collectivism is more pronounced in Asia, Africa and South America given historical communal living, agrarian economy and family linkages (Hui & Triandis, 1986 as cited by Chimakati, 2023).

Power distance refers to social norms around deference to authority, status hierarchies and command structures (Lindsley & Braithwaite, 2018 as cited by Chimakati, 2023). High power distance cultures like China, India and Mexico feature strong distinctions by class; expectations to respect elders, leaders and social elite; and paternalistic work relations. Low power distance cultures like America, Germany and Australia have flatter status hierarchies, value egalitarianism and dissent more (Harrison & McKinnon, 1999 as cited by Chimakati, 2023). Masculine value orientations emphasize ambition, heroism, achievement, competitiveness and material success (Hofstede, 2006 as cited by Chimakati, 2023). Feminine value orientations prioritize cooperation, nurturing, quality of life, caring and harmony. Japan and Italy lean more masculine while Nordic countries exhibit more feminine values (Hofstede et al., 2010 as cited by Chimakati, 2023). These demonstrate key cultural value dimensions. In essence, value systems mold societal and individual behavior, relationships, motivation and strategic outcomes based on shared norms for what is moral, just and desirable. They have major implications for global leadership efforts crossing disparate cultural contexts.

1.3 Culture and Identity

Culture consists of the accumulated symbols, rituals, beliefs, attitudes, values, behaviors, customs, and material artifacts within a society (Baldwin et al., 2006 as cited by Chimakati, 2023). It provides the lens through which groups perceive and engage the world. Identity denotes the distinctive characteristics and attributes used to define individuals and groups within and across cultures based on aspects like ethnicity, nationality, social affiliations, and achievements (Supphellen, 2012 as cited by Chimakati, 2023). Both culture and identity profoundly shape worldviews and value systems. A society's predominant ethnic composition like Arab, Han Chinese, Tamil, Hutu, or Tutsi sets boundaries for cultural membership and shapes worldview through common genesis stories, customs, norms, and physical attributes (Scott, 2015 as cited by Chimakati, 2023). Nationality builds cultural and personal identity through a shared political homeland and vision like American, Iranian, Indonesian, or Singaporean linked to territorial, ideological, and ethnic loyalty (Dahbour, 2002 as cited by Chimakati, 2023). Flags, anthems, constitutions, and founding myths foster national identity and associated value priorities.

Shared languages whether Swahili, Hindi, English, or Mandarin form crucial cultural connective tissue, transmitting meanings, codifying rituals, and symbolizing identity (Ensink & Sauer, 2003 as cited by Chimakati, 2023). Accent, dialect, and lingo identify groups. Communication styles spanning assertive, reserved, non-verbal, and contextual shape cultural interactions and interpretation of social cues (Zaharna, 2000 as cited by Chimakati, 2023). Names signifying lineage bestow personal identity. Rhetoric mobilizes national identities and worldviews differently based on linguistic forms like metaphor, narrative, ideals, and vocab (Kaneva, 2019 as cited by Chimakati, 2023). Cultural customs, habits, and traditions related to food, holidays, rites of passage, ceremonies, and attire reinforce social bonds and behavioral norms (Coccia, 2017 as cited by Chimakati, 2023). They signal identity through gendered clothing in Saudi Arabia, coming of age rituals in Aboriginal tribes, or funeral pyres in Hindu Bali. Beliefs behind practices reflect worldviews on nature, humanity, and spirituality based

on ancestral teachings and revelation (Dastmalchian et al., 2001 as cited by Chimakati, 2023). Cultural appropriation versus appreciation debates center on customs and who has rights to use them.

Within overarching national, ethnic, or linguistic cultures, subgroups form distinct identities, values, and worldviews based on region, occupation, class, race, gender, politics, sexuality, and age cohorts (Gelder, 2007 as cited by Chimakati, 2023). Subcultures span hip hop culture, startup entrepreneur circles, LGBTQ communities, autistic self-advocates, and senior citizen leagues globally. They self-define based on alternative beliefs, affinities, and symbols relative to mainstream cultures. Countercultures oppose dominant worldviews on politics, lifestyles, or economics. Subculture values and identity may profoundly differ from broader cultural contexts, posing challenges for social inclusion. Culture represents the accumulated beliefs, rituals, values, and artifacts sharing meaning within a society, while identity denotes the symbolic attributes and experiences defining group belonging (Baldwin et al., 2006 as cited by Chimakati, 2023). Ethnicity, nationality, language, and customs profoundly shape cultural identity and associated worldview development. A society's dominant ethnic identities shape membership boundaries and the lens of shared genesis narratives (Scott, 2015 as cited by Chimakati, 2023). Nationality fosters identity via political homes conferring ideological loyalty anthems and constitutions signaling value priorities (Dahbour, 2002 as cited by Chimakati, 2023).

Shared languages also build crucial cultural connective tissue, transmitting meanings and codifying rituals. Communication styles spanning assertive to contextual modes identify groups and interpret cues differently (Zaharna, 2000 as cited by Chimakati, 2023). Names conveying lineage confer personal identity. Rhetorical forms like metaphors and idioms used in speeches mobilize national identities and worldviews uniquely based on linguistic, metaphorical, and narrative structures (Kaneva, 2019 as cited by Chimakati, 2023). Customs and traditions around coming of age rituals, attire, cuisine, or ceremonies reinforce behavioral norms and social bonds. The symbolism behind cultural practices reflects worldviews forged through ancestral teachings and collective experiences (Dastmalchian et al., 2001 as cited by Chimakati, 2023). Within broader cultures, subcultures defined by region, faiths, lifestyles, generations, or professions also sprout distinct worldviews and identity affiliations, either aligned or opposing mainstream values, posing inclusion challenges.

1.4 Global Leadership Implications

Leading and managing enterprises spanning across multiple nations, cultures and languages poses immense challenges for executives related to ethical perspectives, goals, policies and interpersonal communications (Marquardt & Horvath, 2001 as cited by Chimakati, 2023). Key global leadership dilemmas tied to divergent cultural worldviews and conflicting value systems include directing culturally dispersed teams, making decisions amidst moral relativism, persuading employees accustomed to hierarchy, and planning long-term strategy targeting collectivism versus individualism. Multinational organizations feature demographic diversity across cadres and countries concerning ethnicity, faith, political ideologies, and communication styles, adding complex team dynamics with potential for cultural misunderstandings on tasks, meetings and scheduling resulting from contrasting worldviews around time, confrontation, consensus-building and work-life balances (Gibson et al., 2009 as cited by Chimakati, 2023). Leaders must clarify unclear idioms, moderate loud voices, reconcile introverts and extraverts, foster inclusion across prototype threats related to gender,

nationality and age, and build resonant visions from disparate vantage points (Caligiuri & Tarique, 2012 as cited by Chimakati, 2023).

With business functions like finance, marketing, HR and operations taking place globally, executives encounter multiplying ethical dilemmas spanning bribes to expedite permits, use of risky chemistry, exploiting child labor, and testing on animals accepted locally but illegal at headquarters (Carroll, 1987 as cited by Chimakati, 2023). Relativism recognizing reasonable morality variations across cultures competes with universalism upholding fundamental human rights, dignity, honesty and environmentalism requiring situational analysis by leaders of legal compliance plus social and values contexts (Donaldson, 1996 as cited by Chimakati, 2023). While flatter organizational models prevail in the West, Asian, Middle East and some Latin workforces anticipate visible hierarchy, structured policies, direction setting and consistent vision from above rather than autonomy, input solicitation and innovation at lower tiers (Pellegrini & Scandura, 2006 as cited by Chimakati, 2023). Adapting communications and stakeholder engagement to align with localized status cultures and patriarchal worldviews enables persuasive messaging and unity (House et al., 2002 as cited by Chimakati, 2023). Long-term planning also necessitates factoring whether individualist profit maximization or collectivist social stability carries priority per locale.

Examples of leading global executives who have spanned difficult cultural gaps through cultural intelligence include Carlos Ghosn fusing Western efficiency and Eastern harmony to rescue Nissan, Anand Mahindra leveraging his multiple national identities to expand Mahindra & Mahindra, and Wang Jianlin appropriating best practices from across geographies to build Wanda Group (Alon & Higgins, 2005 as cited by Chimakati, 2023). They grasped parallels across superficially discordant worldviews. Managing multifaceted global enterprises poses leadership challenges in directing culturally dispersed teams, resolving ethical relativism, persuading hierarchical mindsets, and strategizing amidst individualist-collectivist tensions (Marquardt & Horvath, 2001 as cited by Chimakati, 2023). Multinational environments feature complex diversity across functions and geographies concerning ethnicity, faiths, communication styles, and political perspectives, requiring astute inclusion by leaders (Gibson et al., 2009 as cited by Chimakati, 2023). They must clarify ambiguities, reconcile extraverted and introverted preferences, mitigate unconscious biases, and build shared vision from diverse vantage points (Caligiuri & Tarique, 2012 as cited by Chimakati, 2023).

With global supply chains and operations, executives tackle multiplying ethical dilemmas between provincial legal compliance versus global ethical norms, necessitating nuanced analysis weighing relativist factors and universal principles of human rights (Carroll, 1987 as cited by Chimakati, 2023). While Western models encourage autonomy, Asian and Middle Eastern employees often expect visible hierarchy, structured policies, and consistent vision, requiring leader's adept at shifting communications and engagement strategies aligned to local status cultures (Pellegrini & Scandura, 2006 as cited by Chimakati, 2023). In addition, strategies must balance localized profit motivations with global sustainability imperatives around social justice and environmentalism—identifying integrative 'both-and' solutions represent a crucial capability (Nohria & Khurana, 2010 as cited by Chimakati, 2023). Leaders must also plan for disruptive impacts of exponential tech diffusion enabling virtual global teams but also displacing older economic structures. Executives bridging difficult cultural gaps through cultural intelligence include Carlos Ghosn successfully merging Eastern and Western business styles and Wang Jianlin appropriating global best practices across Wanda's divisions (Alon & Higgins, 2005 as cited by Chimakati, 2023). Such global leadership demands

reconciling superficially discordant worldviews by upholding core values while respecting contextual diversity—the art of shared understanding across humanity's mosaic represents a soaring opportunity amidst global complexity.

1.5 Conclusion

In an increasingly interconnected business landscape marked by fluid capital, trade partnerships across borders and multinational workforces, global leaders face exponential complexities, dilemmas and determinations expat executives of a generation ago scarcely encountered (Marquardt & Horvath, 2001 as cited by Chimakati, 2023). Beyond grasping finance, operations and management, captaining modern corporations, social sector causes and geostrategic priorities demands appreciation of diverse cultural worldviews, ethical value systems and identity affiliations that shape stakeholder motivations, communications, expectations and relationships (Thomas & Inkson, 2017 as cited by Chimakati, 2023).

This analysis defined cultural worldviews as the deeply rooted shared beliefs communities hold explaining existential issues regarding nature, humanity, society and existence itself that shape group goals and behaviors. It explained various dominant worldviews tied to religion, philosophy, science and ethnicity around the globe based on different teachings, texts, rituals and historical experiences informing member mindsets and decisions (Lewis, 2019 as cited by Chimakati, 2023). Cultural value systems constitute the norms and moral codes groups prioritize regarding integrity, achievement, collective good and social order that underpin societal functioning, enterprise mission and policy reforms across levels from families to education systems to governments (Schwartz, 2012 as cited by Chimakati, 2023). Dimensions like individualism versus collectivism, power distance and masculinity help typify cultural value differences and resulting motivations. Identity profoundly shapes worldviews and values through ethnic lineage, nationality ascriptions, customs, language, age and diverse in-group and out-group affiliations establishing "us versus them" inclusion criteria and signaling prestige as well as stigma in various contexts (Sen, 2007 as cited by Chimakati, 2023). Subcultures within broader societies also sprout unique worldviews and subgroup values. For globally engaged leaders, cultural intelligence involving grasping diverse worldviews, contextualizing appropriately across communities and developing adaptive capacity across disparate systems enables complex navigation, ethical coherence and unity fostering amidst constituencies spanning vastly different orientations (Livermore, 2015 as cited by Chimakati, 2023). Through high cultural intelligence manifesting cultural perspective-taking, cultural adaptation and cultural understanding, leaders can translate vision and strategy, align dispersed teams, resolve ethical dilemmas based on relativist analysis plus universal principles and persuade stakeholders ensconced in localized worldviews for optimal sustainable results (Ng et al., 2012 as cited by Chimakati, 2023). Key figures like Gates promoting health equity across belief systems and Google's Schmidt driving innovation across individualist and collectivist cultures demonstrate bridging possible by insightfully leveraging alterity.

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