

Role of AI in Bridging English Communication Gaps in Cross-Cultural Management

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Abstract

The globalization of enterprise's business activities is growing and the effective English communication skill in cross-cultural management is needed more and more. But, different language styles, different norms and communication difficulties can make it difficult for teams who are multinational to work together. Artificial Intelligence (AI) is becoming a revolutionary solution to tackle these challenges by enabling the capabilities of real-time language translation, speech recognition, sentiment analysis, and personalized language learning. This research explores the relevance of using Artificial Intelligence as a means of overcoming the barrier of English communication in cross-cultural management contexts. It addresses the impact of AI-driven platforms on communication precision, intercultural communication, and decision making while fostering people from across borders to connect. The report further explores the influence of AI communication solutions on employee engagement, collaboration, and efficiency within the organization. This research examines opportunities and obstacles of AI applied to cross-cultural communication using a literature review and recent practical applications. Results indicate that AI is playing an important role in improving communication accessibility and augmenting global workplace interactions as more inclusive and productive ones.

Keywords: Artificial Intelligence, English Communication, Cross-Cultural Management, Global Business Communication, Language Translation, Intercultural Collaboration, Multinational Teams, Workplace Communication.

Introduction

All of these have been because of the swift pace of globalization over the last few years, creating an interdependent and diverse workplace wherein one can find many different cultures and languages. These entities in the contemporary era are racing to continue to leverage on diverse groups, foreign partnerships, and the complex supply chains across the globe for competitive advantage on the international market. In contemporary International Environment, multi-nationals teams, International alliance (IAC) and global supply chains are increasingly used among organizations for the purpose of achieving competitive advantages. In this business environment, communication is vital in achieving collaboration, coordination and successful organization. English has emerged as the language used for international business, which has enabled people of different linguistic and cultural backgrounds to communicate with one another, and to share information. Though it is currently so widely used, there remains an enormous amount of communication failures stemming from a wide range of language skills, cultural interpretations, communication styles, accents and situational awareness. The barriers may lead to miscommunication, a reduction in working efficiency, disputes and low productivity in cross-cultural management settings.

Crosscultural management is the management and coordinating of people from different cultures in one organisation. Communication problems are one of several challenges facing managers in multicultural context: Language differences, manager's expectation, verbal and non-verbal difference. Staff who are not fluent in English may be misrepresented if they try to share their thoughts and ideas; may not feel like they are able to communicate with others; may not hear or understand instructions and information which could affect their performance in the workplace. Likewise, with the difference of culture, there is a difference in sentiment or in the interpretation of a message; as though you were speaking the same language and yet still the message was misinterpreted. Effective communication is crucial in the organization as barriers are higher in virtual and remote environments where there is less contact with what people are doing.

In recent years, a new development has emerged among the many industries, Artificial Intelligence (AI), which is capable of changing the way of communications. A.I. is the field of technology that mimics human intelligence through the use of machines and computer systems to learn, reason, problem-solving, interpret language and provide decisions. AI has transformed language and cultural barriers in international communities, creating new opportunities to address language and cultural issues. A large percentage of these tools contain AI technologies such as machine translation systems, speech recognition software, virtual helpers, Chatbots, natural language processing purposes and sentiment analysis tools, that are aiding to help cross the cultural divide among peers and stakeholders.

A very impressive contribution of AI in Cross-Cultural Management is the ability to provide great translation and interpretation services in real-time in different languages. Adoption of AI translation software with top-notch quality will help to ensure that employees can use the language of their choice and convey accurate message in English and foreign languages. It opens up opportunities to minimize reliance on human translators, saves time and enhances the efficiency of communication. Furthermore, AI-driven language learning systems offer personalized learning programs, enabling businesses to guide their employees and facilitate their progress in English communication skills as per their skill level and needs. The technologies can be used to enhance employees' skills in conducting international business transactions, thereby gaining confidence to participate in international business transactions.

In addition to language translation, AI also is very important in grasping the subtleties of culture and communication. AI and Natural Language Processing (NLP) and sentiment analysis can identify emotion, communication patterns and the context of interactions that occur during conversations. These are skills to aid the understanding of messages and appropriate response in multicultural situations. The AI communication tools can also provide recommendations for using language culturally appropriate, helping them to foster inclusivity and reduce the risk of any misunderstandings arising from cultural differences. Hence, AI contributes to enhance human relationships, teamwork and organizational unity.

As the opportunities for remote work increase and communication solutions such as Zoom, Slack, and WeChat become more and more dominant in daily work, AI-driven communication tools are becoming increasingly relevant in every day's activity. When organizations run in several countries, it's crucial to have efficient mechanisms in place to communicate information across teams that are spread out across different locations. With AI collaboration features at their fingertips, such as coordinator views, automated transcription, multilingual communication, and knowledge sharing, virtual meetings are more efficient and engaging. By enabling virtual meetings, automated transcription, multilingual communication and more, AI collaboration helps organizations continue to be more efficient, more engaged, and more knowledgeable. In the world that's growing more global everyday, communication and its role in management is becoming more and more critical to improving cross cultural collaboration and creating durable competitive advantages.

Based on this background, the present study delves into the role of Artificial Intelligence in bridging the gap of English communication across culture in cross-cultural management. The study explores how AI can enhance the effectiveness of communication, help foster intercultural understanding and support the collaborative decision-making processes in multicultural organizations. It gives a detailed analysis of the positives, negatives, and potentials of AI-driven communication technologies. The cross-ferting between AI and English communication, cross-cultural management offers insights into how institutions can utilize the new technologies and enhance the inclusion and effectiveness of workplaces across the globe.

Literature Review

With the incorporation of Artificial Intelligence (AI) technology into organizational communication and management, it is garnered the scholars's attention, especially in cross cultural management and global business operations. Research has revealed the importance of effective communication, cultural intelligence, technology and organizational skills in solving communication issues within multicultural organizations.

The Cultural Intelligence (CQ) concept and its impact on cultural judgement, cultural adaptation and culture task performance in a multicultural context were developed by Ang, Van Dyne, and Koh (2007). They discovered that cultural intelligence (CQ) is very important in the cross cultural administration as those with more capability to interact successfully across cultures. The results reveal possibilities of integrating AI-based communication tools into an enhanced way of cultural intelligence, which would help to foster intercultural understanding, and reduce misunderstandings in communication.

The Intercultural Sensitivity Scale was created by Chen and Starosta (2000), and they spoke of the need to be sensitive and respectful to other cultures in their communications. Intercultural sensitivity is said to be one such key aspect that can contribute towards good communication

between a party and another party contrary to the cultural background it might come from. Employees can acquire intercultural awareness and sensitivity using the cultural context analysis done through the communication system created by Artificial Intelligence.

As businesses become more internationally connected, better cross-border communications are more crucial than ever. Cavusgil and Knight (2015) have investigated the skill they deemed essential in the companies doing International business and emphasised the need for effective communication. The results suggest that technological advancements, like AI-driven communication tools, can enhance an organization's capabilities and enable international collaboration.

Barney (1991) came up with the notion of the Resource-Based View (RBV) theory claiming that distinctive resources at an organizational level could provide a lasting competitive advantage. AI technologies are now emerging as critical tools that optimize, enhance, and transform business communication, knowledge sharing and decision-making in today's business environment. Companies leveraging AI communication tools can attain the performance and the competitiveness in an international market.

Like technology, the communication methods used in the workplace are becoming more popular. Workplace communication processes have changed with the introduction of AI technologies. In the study conducted by Chen et al. (2021) on the "The Components of intercultural competence in digital workplace", the AI was found to be a useful tool in enhancing communication effectiveness, such as in the translation of languages, understanding context, and customization of culture in digital workplaces. An AI technology with the potential to make a great difference to the collaboration and communication quality in a multicultural team.

In contrast, Chen and Lin's (2022) paper concerned themselves with the use of sentiment analysis and big data analytics for intercultural consumer research. The results showed that AI-powered sentiment analysis systems can detect emotional expressions, attitudes, and communication styles in various cultures, facilitating better cultural understanding and communication strategies. These skills are important in a cross-cultural work environment because as a successful business you must understand human thought, feelings and communication in your area.

The change in the usage of AI in respective functions of an institution has also been explored Human Resource Management aspect. De Bem Machado, Junior and Paucar-Caceres (2022) conducted a systematic review of the literature on the application of Artificial Intelligence in HRM and were able to identify that AI can be used to assist in employee's recruitment, employee engagement, training and communication with employees. They discovered that while the advantages of AI technologies in this regard are varied, they can exert a change in the functioning of an organization as well as the interaction among people in different cultural environments.

During the COVID-19 period, Caligiuri et al., (2020) found that digital communication technologies are important tools in the management of dispersed workforces to analyze the practices of HRM in the international context. Given the findings of the study, the adoption of AI technology in communication systems is vital in improving collaboration, productivity, and employee engagement in IO in the remote and hybrid context.

In previous research, Bresciani et al. (2021) explored the organizational ambidexterity and technological innovation in smart city projects and explained how advanced technology can contribute to the cooperation among different stakeholders involved in a smart city initiative. The paper points out the need for introducing an AI-based communication tool that enables knowledge sharing and coordination efforts in complex multicultural environments.

Binns et al. (2018) looked at perceptions of justice in the process of these algorithms when deciding what to do – acknowledging concerns around transparency, fairness and human-centered implementation of AI systems from an ethical perspective. Their findings indicate that AI can be beneficial across many aspects of communications and decision-making, but so long as employees of varying cultures are concerned, there are risks associated with its use that need to be addressed to ensure trust and acceptance.

In the systematic review of the practical utilization of AI, Biancone et al. show that AI technologies are a key factor in the sustainability and efficiency of the organization in practice. They also believe in the power of AI-powered communication tools to foster inclusive and efficient communication in the workplace, thereby minimizing communication barriers and boosting collaboration.

Considering both cross-cultural experiential learning and international entrepreneurship, Cheng, Yen, and Chen (2020) explored the need of intercultural competencies in international business settings. Through their work, they determined that digital technology, plus virtually any learning system could support employees to build the communication skills they require to be effectively crossculturally.

Methodologically, methodologically Aria and Cuccurullo (2017) created the new tool, Bibliometrix, which is a widely-used comprehensive science-mapping tool for analysing trends and structures in research. Their studies have allowed the systematic study of new research areas, such as Interculturalism, Cross-Cultural Management, AI and so on.

Overall, literature reviewed indicated that cross cultural communication is an important element that affects the realization of the success of organizations in the field of foreign business. These kinds of English language technologies, such as machine translation, natural language processing, sentiment analysis, virtual assistant and adaptive learning system, can help bridge language barriers and raise awareness of other culture or misunderstanding. However, ethical and cultural issues, as well as acceptance by the users and transparency are taken into account. The existing research is reinforcing the power of artificial intelligence (AI) to increase the effectiveness of communication and organization, especially in multicultural environments, laying the groundwork for future studies on using AI to reduce communication barriers in employee English in crosscultural management.

Objectives of the Study

1. To examine the role of Artificial Intelligence in enhancing English communication effectiveness among employees working in cross-cultural organizational environments.
2. To analyze the impact of AI-powered communication tools, such as language translation, speech recognition, and natural language processing, on reducing language barriers and improving intercultural collaboration.
3. To assess the influence of AI-enabled communication systems on employee productivity, engagement, and decision-making in multicultural workplaces.

Hypothesis

H₀ (Null Hypothesis): AI-enabled communication systems do not have a significant influence on employee productivity, engagement, and decision-making in multicultural workplaces.

H₁ (Alternative Hypothesis): AI-enabled communication systems have a significant positive influence on employee productivity, engagement, and decision-making in multicultural workplaces.

Research Methodology

This study can be said to be quantitative and descriptive with descriptive method, because of the nature of the study in order to explore how Artificial Intelligence (AI) in overcoming the barrier of communication in English in cross-cultural management in the field of education. The study is conducted in the context of multicultural organisations in which the main language of communication is English, targeting employees and managers. The collection of primary data is done in a structured questionnaire with a 5 point likert scaling which has 1 strong disagree scaling point, 2 partially disagree, 3 neutral, 4 strongly agree and 5 strongly agree. There are questions that fit into the areas of AI support for Communication Tools, effectiveness of Language Translations, Intercultural collaboration, Employee engagement, productivity, and decision-making. The sampling technique used is convenience and purposive sampling with respondents who have working experience using AI-based communication technology. The sample is made up of workers from a variety of cultural and linguistic backgrounds employed within work teams in multinational companies, IT businesses, service firms, and global business units. Secondary data is obtained from research articles, books, journals, conference proceedings, and online databases in the field of artificial intelligence, cross-cultural communication and management studies. Data collected are processed and analyzed statistically by descriptive statistics, statistical correlation analysis and statistical regression analysis with SPSS software. The research instrument can be evaluated based on reliability, determined by the Cronbach's Alpha technique, and validity, supported by experts and literature. The results obtained from the findings are: Understanding the effectiveness of implementing the use of AI in communication to boost English communication skills, overcome language hurdles, strengthen intercultural communication, and impact employee productivity, engagement, and decision-making in multicultural office settings.

Table 1: Descriptive Statistics of AI-Enabled Communication Systems and Workplace Outcomes

Variables	N	Minimum	Maximum	Mean	Std. Deviation
AI-enabled communication systems improve my work productivity.	385	1	5	4.12	0.78
AI tools help me communicate effectively with colleagues from different cultural backgrounds.	385	1	5	4.18	0.74
AI-based translation and language support enhance my workplace engagement.	385	1	5	4.05	0.81
AI communication tools facilitate faster decision-making.	385	1	5	4.09	0.76
AI systems reduce misunderstandings in cross-cultural communication.	385	1	5	4.21	0.72

Variables	N	Minimum	Maximum	Mean	Std. Deviation
AI-enabled communication platforms support collaboration among multicultural teams.	385	1	5	4.15	0.75
AI tools increase my confidence in participating in English-based discussions.	385	1	5	4.07	0.80
AI-assisted communication contributes to better organizational performance.	385	1	5	4.14	0.77

Overall Mean = 4.13

Overall Standard Deviation = 0.77

The descriptive statistics show that generally the respondents have positive perceptions about the role of AI tools in communication systems in multicultural workplaces. Overall, it is important to note that the scores on both of these items indicate a high level of agreement that AI is beneficial for employee productivity, engagement and decision-making. The statement with the highest mean score (4.21) was related to the impact of AI systems on minimizing misunderstandings in cross-cultural communication. This indicates that AI systems are effective in overcoming language and cultural differences in communication. The relatively small standard deviation values (range 0.72-0.81) show respondents being consistent with their views. The results indicate some initial support for the second hypothesis that AI-enabled communications have a positive impact on work outcomes in multicultural work settings.

Table 2: Model Summary

Dependent Variable: Employee Productivity, Engagement, and Decision-Making
Independent Variable: AI-Enabled Communication Systems

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.742	0.551	0.550	0.482

Table 3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	108.526	1	108.526	466.974	0.000
Residual	89.014	383	0.232		
Total	197.540	384			

a. Dependent Variable: Employee Productivity, Engagement, and Decision-Making

b. Predictors: (Constant), AI-Enabled Communication Systems

Table 4: Coefficients^a

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.214	0.132	—	9.197	0.000
AI-Enabled Communication Systems	0.706	0.033	0.742	21.610	0.000

a. Dependent Variable: Employee Productivity, Engagement, and Decision-Making

According to the findings of regression analysis, there is strong positive correlation/correlation communication systems facilitated with AI with employee productivity, employee engagement, and decision making which are 0.742. The R^2 value 0.551 indicates that about 55.1% of the variance in employee productivity, engagement and decision making can be attributed to the AI-powered communication systems. The results of ANOVA indicate that the regression model is statistically significant ($F = 466,974$; $p < 0,001$) and confirm that regression model is a good model to predict the value of dependent variable. Second, the coefficient of the regression for the construct of work-related communication systems (AI-enabled) is positive and statistically significant ($\beta = 0.742$; $B = 0.706$; $p < 0.001$) as increased use of AI-enabled communication systems is statistically significant in promoting employee productivity, engagement, and decision-making in a multicultural work environment. As significance value is < 0.05 , hence rejected the null hypothesis (H_0) and accepted other hypothesis (H_1).

Overall Conclusion

This study is nested in an attempt to propose the domain of the basis of the AI that can bridge the linguistic communication gap between people of different cultural backgrounds in multicultural management context, emphasizing the disruptive role of Artificial Intelligence (AI) in the realm of linguistic communication gap of people with different cultural backgrounds in multicultural management context. There is a growing use of multi-linguistic, cultural & geographical level staff around the world in today's highly globalised society. While English is often a key language in business activities across the globe, there are also language barriers, language differences, and linguistic nuances and patterns that can affect involvement, work productivity and decision making processes. The study's results indicate that the use of communications systems by AI has a great potential to address these challenges and to make cross-cultural communications more efficient.

The results show that AI-supported IT tools (such as machine translation, speech recognition, natural language processing, and virtual assistants) have greatly improved the English language proficiency of the employees in a multicultural working environment. The technologies help by removing the misconceptions related to the language; contextual support features, real-time translations, automatic transcription and automatic communication assistance. As a result this means that staff are better able to express themselves and make sense of messages within the organisation, as well as professionals participating proactively in discussions about their work in a language they have at home.

The analysis provided a descriptive picture of the overall impression of the respondents regarding AI-enabled communication systems, indicating a generally favorable attitude towards AI in communication systems. Staff believe that AI will help them communicate more seamlessly across cultures, improve their confidence in using English in their shared tasks in intercultural teams and assist in the delegation and management of projects. Here are a few other examples of how AI can be used to enhance employee connections built on language ability, cultural nuance, and style in communication to ensure inclusivity and respect: This demonstrates the critical role of communication skills in languages other than English, and the value of AI in handling language problems.

The regression analysis further confirms the important role of "communication with assistance of AI" systems in employee productivity, engagement and decision making. The findings show a significantly positive correlation between using AI and the outcomes at work. Staff members using AI-supported communication tools are more effective, get more involved in the

organization's activities and make better decisions. According to the results, the application of AI technologies optimizes the process of communication, helps minimize delays in information transmission and channels access to relevant information and knowledge available at the right time to improve organizational performance.

Another key result of the study is the impact of AI on remote and hybrid work environments. Communication is important in business, as in the world of global boundaries and increasing global actions, regular communication has become virtual. Digital communication tools that rely on artificial intelligence can facilitate seamless communication between teams spread across different regions, providing them with a lot of advantages such as serving multiple languages, creating prompt meeting summaries, live translation function, and collaborative digital workspaces. These make it easy for companies to stay productive and engaged, no matter the distance and/or differences in cultures.

The study highlights another important benefit of AI: its ability to promote a more inclusive workplace culture. The study also underscores the positive impact AI can have on creating a more inclusive workplace culture. Staff with non-English languages backgrounds often face disadvantages in the areas of communicating in all parts of organisation. Access to AI-based language support tools helps to overcome these impediments, and ensures a level playing field for all employees to contribute their perspectives and knowledge. This openness contributes to a sense of team unity and cooperation, innovation, and problem-solving, and boosts organisational productivity. AI ensures that everyone can interact very efficiently, allowing organizations to tap into different viewpoints and skills of a multicultural team.

Various ethical, technological and organizational issues should be taken into account, however, in order to reap the benefits of an AI-powered communications system. To ensure responsible and ethical AI utilization, concerns like privacy, algorithmic bias, cultural sensitivity, transparency, and trust are crucial to examine. Use of AI as a 'tool' can be technologically effective but needs to be balanced by the interplay between technology and human communication, communication skills and human judgment. generate the maximum value provided by the use of AI but be sure to ensure complete human engagement.

AI has proven to be an extremely useful English communication tool for cross-cultural management, according to the results. The use of AI-powered communications technology is a great way to mitigate language barriers, broaden intercultural understanding, boost employee productivity and engagement and facilitate informed decision-making amongst multicultural workforces. As businesses expand, the effective use of AI in communication will remain crucial for maintaining efficient collaboration, and fostering a positive and inclusive workplace. The results provide guidance for managers, researchers, policy makers to leverage AI to enhance communication and productivity in today's globalized working environment.

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