

Intercultural Leadership and Social Exchange in Hybrid Workplace Contexts: A Theory Extension

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ARTICLE INFO

Received: 28 Dec 2024

Revised: 18 Feb 2025

Accepted: 26 Feb 2025

ABSTRACT

This study has revealed intercultural leadership integration and the integration of social exchange theories mainly in a mix higher education workroom that is mainly in relations of many aspects including a) several opportunities, b) few challenges, and c) several administrative subtleties and then proposed an enhanced theory. It also included around eight leaders of higher education and nearly seventeen of their urgent subordinates within work setup that is almost hybrid. Qualitative data analysis has mainly focused on the dyadic interaction that is as two individuals' communication consequence, motivation and also skills and also the consequences of the interpersonal relationships. The relationship is about that that involves overall two parties who are directly trading for the needs and requirements of each other. Along with that, the Straussian grounded theory has been used in order to see the accurate integration of both intercultural leadership as well as social exchange theories. It also extends all these theories within the context of a hybrid work environment. The said extension theories have been developed with the help of grounded theory, where all participants have been immersed with almost hybrid workplace. It has done through using methods that effectively represented the scenario of real world. The two important and critical elements within a hybrid workplace are mainly including both intercultural communication and the social exchange. It further involves knowledge about the cultural differences, values, as well as norms, and it also using accurate communication methods to accurately bridge the cultural gap. It is true that employees come from numerous cultures, speak multiple languages, and also have several socio-economic backgrounds in a hybrid workplace. The output of the paper was the (H.I.S.E.) "Hybrid Intercultural Social Exchange" Theory Model.

Keywords: Intercultural Communication, Intercultural Leadership, Hybrid Workplace, Social Exchange

INTRODUCTION

What aspects are responsible in making a leader, great? Though the interior and significant elements of leadership or management are universal such as decent decision, integrity, and also including people services, but the whole method for fruitful management needs multiple culture-specific condiments. The leadership cultural characteristics are almost essential to the triumph of any association, and while it is also true that structural leadership has been directly prejudiced through the inherent capacity of the leaders to lead, this is further edified through intercultural management capabilities of any leader.

Intercultural leadership consumes been accurately established in order to comprehend about the leaders who are working within the globalized market that is totally new. In recent days, the organizations require many privileged who can systematically regulate to numerous environments instantly and can also work with both employees and partners of other cultures (Bighini, 2021). Globalization has a direct influence on each sector of society and it is also including education. The tasks and several systems that are used by school managers within schools of recent day that accurately reflect all these inferences. Wherefor is the similar individual fruitful in one location but not within the other? Many events have been embedded within a complex net of multiple variables that are influencing like the condition, virtually the general idea, and the members of the team or also the organizational setup. All these multiple factors may also change over any time while this complex net also gets its overall changing character (Balce,

2021). Due to this area, the variables that accurately outline almost successful leadership are not only within the specific the situation but also within the cultural environment. Interculturality is referred to as a leadership attribute. While, we also want to get clear understanding about the numerous management dynamics of our particular firm. This is mainly where the Social Exchange Theory accurately arrives.

The need for a crosswork in the original usual has been driven through the changing dynamics of work and also the recognition that many aspects including flexibility, overall well-being, continuity of business, talent attainment, sustainability and also the cost savings are considered as the crucial considerations that are for employers and employees. Through embracing an approach of hybrid workroom, the establishments can accurately familiarize to the constantly changing environments of their staff places and also thrive within new normal. This particular set-up has been recently being adopted through multiple higher educational firms within the Philippines with many effective programs attributed for partial face-to-face, or also several subjects who require physical presence that is from both teachers and students to deliver.

All these are significant aspects of the recent working environment that the investing at or accurately ventured on. It is in the concern of getting knowledge and understanding about these conditions and how all these theories accurately operate in the specific context of the hybrid environment of the work that the accurate method of considering the associations is by the methodology of grounded theory extension. It is in this specific light that the examiner highlighted both existence and also the integration of intercultural leadership and then social exchange within the contexts of the higher education hybrid workplace.

METHODOLOGY

This study has systematically discovered the overall addition of almost cross group leadership as well as social exchange methods mainly in a mix advanced learning workplace that are mainly in terms of a) many opportunities, b) different challenges, and c) several organizational dynamics and accurately planned an integrated-extended model.

This paper has accurately accepted a Straussian Grounded Theory procedure within the delay and also the accurate integration of almost two theories that are existing, wherein the overall course of data collection, data analysis, and also development of theory happened in an iterative aspect development. Iterative aspect of both collection of data and also analysis of overall information and data mainly occurs till you accurately reach within a theoretical saturation, the main point at which almost additional data systematically adds around no additional knowledge or understanding into your new theory. In this following study, the Straussian grounded theory has been accurately used to see the integration of both social exchange theories as well as intercultural leadership and have also effectively extended these theories in the specific background of a hybrid environment of the work. Furthermore, it has been seen that the extension of the theories that have been said was accurately developed by using grounded theory and these were also derived directly from many participants within the setting of the scenario of the world, in this specific case workers occupied in a workplace that is mix place of work, using multiple techniques which are more significantly represent the real planet. The aims behind the Grounded theory are to systematically find or also shape a theory through by means of data that has already been methodically gathering, evaluated and inspected with the assistance of comparative analysis.

This specific design mainly involved a specific and almost a methodical procedure of information collection, analysis, and also theorizing. It has started by accurately gathering a considerable sum of data, by one-on-one conferences. Then the investigate or occupied in a procedure of open encrypting, which further include data breaking down that is into discrete units and also about systematically category them with several useful expressive codes. With the assistance of constant comparison, the researchers have recognized both categories and also numerous patterns that have directly emerge from the data, and also develop more concepts along with theories that are abstract and also evaluate these patterns.

The specific features of Straussian grounded theory mainly included constant comparative analysis, memo writing and also theoretical sampling. In continuous comparative analysis, the examine frequently compared many new data with already analyzed data in order to recognize several patterns and multiple categories. Theoretical sampling mainly involved decisively choosing many new participants or also the data sources in order to explore many theories and concepts that are emerging. Memo writing mainly involved taking multiple notes throughout the process of the

research. It is also including several ideas, deep insights, and many questions that are directly arise specially during data collection and analysis, specifically within the experiences of employees at hybrid workplace.

Narrative examination has been accurately utilized as an effective information collection method within this Straussian grounded theory. It has been identified that within this tactic, the academic has accurately composed many narratives or different stories from many contributors and evaluated them by using the steady and also proportional way to accurately generate a number of theoretical concepts and multiple categories. The narratives have been composed by one-on-one interviews that mainly intricate the participant who are sharing their stories and also individual involvements within hybrid work.

After the narratives that have been gathered, the researcher has analyzed them through utilizing the endless proportional technique. The researcher accurately used memo writing to accurately record their ideas and thoughts and deep insights as they examine the accounts. With the assistance of this course, the academic advanced hypothetical thoughts and classes that enlighten the data. The hypothetical notions and types were associated to the gratified of the accounts or the technique that contributor's concept and portion their levels. Account investigation was rummage-sale within Straussian grounded theory in order to refine and also for validate the numerous emerging theoretical concepts and also many categories.

RESULTS AND DISCUSSION

To provide a clear and also a detail scenery of the overall procedure of this paper priorly evaluate the huge topic of the crossfactory. A place of work that is of hybrid higher tutoring is one that accurately mixes overall remote and also in-person preparations of work arrangements within the specific field of almost higher education. For many academics, different institutions, and overall staff, this may include a strong grouping of inaccessible vocation, that ultimately lead to in a merged work standard that is incorporating the advantages of both traditional on-site employment and also incorporating the remote work litnessness. Before the situation of the pandemic situation of the COVID-19 situation, work and also the education on the university campus have been considered superior to numerous equivalent activities that have been conducted digitally or also conducted remotely. Prior to our multiple ideas

of lockdowns, both remote learning or required online classes, and despite being appreciably digitally mature, there were several organizations that did not believe or even allow hybrid participation in the field of education and in meetings as revealed by Gulliksen, Lilliesköld&Stenbom (2022).

A. Opportunities of a Hybrid Higher Education Workplace

The hybrid is referred to as a "transitory" work stage. This accurately evaluate to both leaders and also all the group who are having the notion that a hybrid setup is a specific way of transitioning from many practices that are traditional to almost a much more modern structure. In total, since this group has been completed to the supporters, many of them are almost on panel with the plans and goals of leaders, giving direction teaching university human resources to have shift in mind that these specific arrangements may be the future association in the learning structure. Albeit is capable to modify their outlook and become accustomed on the cross set up, data exposed that the issues and many problems that it conveys are almost affecting many facets of the wellbeing of the employee.

Modernization that is at the workplace indicates the specific process of accurately informing and also about adapting numerous workroom technologies, multiple progressions, and effective practices in order to meet recent and even future business requirements. This involves using multiple technologies to systematically streamline processes involved within business and also enhancing efficiency. It also adds accepting numerous agile methodologies and this is responsible in enabling teams to work effectively and even more collaboratively and also respond instantly to constantly business needs of the business. There are many examples that further include daily stand-up meetings and it may also include several preparation sessions of sprint, and also demonstrations, flexibility in where, when, and also how they work. Other samples contain many options associated with remote work, job sharing and flexible schedules. It also involves building a workplace culture that will well know for both values and also promotes diversity as well as inclusivity. There are many examples that include implementing bias training, accurately promoting practices associated with diverse hiring and accurately building an employee resource groups, development and training in order to guarantee they have the compulsory skills that are essential to succeed in their specific roles.

Modernization creativities are useful and can also assist organizations stay competitive both attract and also recall aptitude, and enhance both efficiency and also success.

This is further reinforced by Sadia (2020), that there are many companies who are currently harassed to accurately keep up with numerical modification, and also most of the firms need to upgrade their office surroundings. Definitely, Microsoft Canada study has systematically exposed that technological tools make it modest for personnel to complete their obligations more competently. In the factory, there is a rebellion captivating home. The two different things that are driving this conversion are technology and another one digital natives, as per the view of the Evolvous (2022). These two different factors accurately combine to systematically create almost a new workplace. Businesses should not permit up the chance that office transformation offers to quicken digital alteration, better equip and also retain workers, and get a direct access to the all that are ultimately encompassing efficiency that further technology provides to a firm.

1. Based on the overall findings, it has been identified that both cross-cultural leadership and also the social exchange theory in a hybrid edification place of work can also exist these are further ensuing in almost a modernized approach in systematically delivering learning knowledge and experiences. Transformation in this particular context of teaching is a drastic alteration from several traditional procedures to more techniques that are almost digitally-oriented. The change that have also brought that is regarding the hybrid modality has precisely permitted for an overall means of working that is considered to be multi-modal. It is also not possible to assemble even online and also connected to the new web, a person could onboard with almost a remote setup. Since the overall hybrid approach also has been the key source that has very essential and also enabled many modalities and it opened numerous multiple opportunities for influential and in general teams to adapt to the globalization area. While the hybrid approach is also considered as reliant on many technologies, groups are also becoming much mechanically and also currently able to collaborate with several peers in and outside the country. Instead of seeing the transition that is as a quandary to accurately stay active at workplace, they seem at it as an important chance to ensure and also get better skills. They also saw the emerging shift that is towards online work to hybrid area. It is also referred to as a positive area to accurately adjust to also influence on their overall prospective.

B. Challenges of a Hybrid Higher Education Workplace

Within new years, the idea of a cross place of work, which joint remote and also the in-person service has accurately increased application. In addition to its overall strengths, this type of workplace has also posed fresh issues. Accurately navigating the mixed workplace complexity there is a need of careful analysis and also huge requirement of practical actions. The discussion mainly focuses on issues related to a hybrid office, specifically the challenges that both firms and teams may have while accurately establishing and systematically handling this increasing arrangement of work.

A multi-layered work indicated to as a work environment that has many scope, or different layers. This can further include a selection of feature like numerous job roles, many departments, or different teams, and it may also include diverse work styles, different personalities, and many cultural backgrounds. At the same time, a complicated workplace can also be problematic and rewarding. Having varied personnel with dissimilar views and many skills that can directly lead to almost more artistic problem-solving and also invention. However, it can also present many challenges that are allied with the announcement, association, and war steadfastness. To produce an actual and constructive complex workroom, it's imperative to adoptive a nation of inclusivity, respect, and also open message.

This hybrid workplace is multifaceted and has many different dimensions that need to be considered. One of the main features of the hybrid workplace is remote work. Many companies have adopted work-from-home policies, and this has brought about new challenges such as maintaining team cohesion, ensuring adequate communication, and maintaining productivity. Another important aspect of the new normal workplace is the need to prioritize health and safety. Employers must implement measures to prevent the increase of the disease, like social distancing, wearing of the mask and also frequent sanitation. Along with that, the new workplace that is normal needs to be adaptable to modify. The significance of being able to accurately and quickly adjust to new areas or circumstances has been highlighted by the pandemic situation. Companies that have the power to embrace both flexibility and innovation are also able to thrive within this new environment. Lastly, the new normal place of work also must address any challenges or issues that are associated with the employee well-being. Most of the people are experiencing increased

anxiety and also increased stress because of this pandemic, and firms take necessary steps in order to provide support their well-being and their mental health as well. The comprehensive original place of work needs companies to manage several aspects and them also need to be innovative, adaptable, and also needs to be focused on almost the health and overall well-being of their workers. By taking on these hurdles, organizations can appear stronger and may also appear to be more resilient in the era of post-pandemic.

This encompasses the diverse challenges and effects introduced by the hybrid work model on various facets of individuals' well-being. It implies that the hybrid setup is not limited to a specific aspect but rather influences multiple dimensions, including social, emotional, physical, financial, and intellectual well-being. Further exploration and analysis delve into specific sub-themes or patterns within each facet to gain a more detailed understanding of how the hybrid setup is impacting individuals across these dimensions. This holistic perspective provides valuable insights for organizations to address the challenges and create a supportive environment that promotes overall well-being in the context of the hybrid work model.

It is also obvious that the effective addition of intercultural leadership and also the integration of social exchange models within a mix higher education workroom can also be successful. However, even if its obtainable reimbursement, data also explored that it has been the key way that has brought about many problems to them that are upsetting their well-being. With the particular shift that is from online connected to a cross modality, groups were another time enforced to regulate in order to live and succeed in the center. Particularly, multi facets of the employee's well-being we affect like emotional, social, and it is also including physical, financial, along with intellectual security and welfare.

They have also described that the cross workplace can be very almost devastating and can also be very stressful; since they're navigate by the radical changes, their time table have been more hectic where they have lose social interaction and that is why the hybrid format would need them to report that is onsite, it has also become almost a corporal weight that is for them while they also have to accumulate operative hours even on the spot, they will be also giving from one workplace to another in its place of the standard jump from one connection to another; with this, they also saw this great shift as an important factor that is directly affecting their overall monetary security as it can also get costly many time. They have also highlighted another issue which is the significant and is also apparent disregard of time-boundary. Occasionally, effort can be carried out even after working many hours. It has also become almost convenient for a number of leaders to manage their employees even at anytime they want as significant technology that has brought convenience to the work nature in recent days. Finally, since all is original and also overall groups have been evaluating how to systematically thrive within a hybrid environment, data indicates that overall teams are recently needs to keep inspiring their knowledge and skills and also intellectual aptitudes through means of experiencing industrial preparation and managing transfer.

C. The dynamics within Organization in a Hybrid Higher Education Workplace

The dynamics within organization that are within a cross cultural advanced education workplace mention to the specific way multiple issues cooperate in the organization to accurately shape its culture, a number of standards, and different performs. In a hybrid workplace in higher education where the workers employees can work both in the least and can also work on-site, the dynamics within the company can have a crucial impact on engagement of employee, worker's productivity, and also overall success. Through considering multiple factors including communication, technology, culture of the company and employee engagement, the firms will also be able in creating a positive place of work that further supports and also provide on-site staffs and assist them attain both their personal and also their numerous professional aims. This structural lively is also greatly impacted by the cross cultural ability or capability of both leaders and many assistants and also the particular degree of communal conversation.

Focusing on the dynamics that are present in the team within the recent setup of the chosen participants, two axial codes have been clearly emerged: These two codes are Individual Development and the one is Expert Development. All these are the significant two significant surfaces from which the culture, engagement and also the emerged as a productivity. These codes are necessary in any growing of an employee especially for most of the participants. All axial codes directly run to a chosen encryption, Mutualism.

A equally helpful, *symbiotic* connection that is between employee and also employee is model to co-exist, almost endure, and also prosper in an group. The overall strength of a business is mainly resolute by the excellence of the bond that exists in manager and operative. If a worker believes his or also her work has being fairly remunerated,

that particular employee will also will feel caught and they may also feel rewarded, that directly lead in higher performance levels and more productivity. An owner clearly gives advantages to diligent employees. They also work in order to maintain an environment that will significant in fostering productivity. Both parties' needs and requirements are simple and are also straightforward.

Mutualism is very significant and this is within the workplace indicates to a joint and equally advantageous association between recruits, where each one get profit from the firm's success. Persuade collaboration that is between employees, and advance an environment where everyone's input is valued. This can lead to more innovative and effective solutions and increase job satisfaction. Accurately building a helpful workplace society where personnel feel empowered to also ask for assistance when they require it, and where colleagues are willing to lend a hand. This can help assist in foster approximately a well-built a special sense of community and also can augment whole employee appointment. Also necessitate making sure that all human resources are treated both fairly as well as equitably, even of regardless of their overall position or different background. Identify and also value employees for their overall contributions and overall achievements. This can assist foster a sense of ownership and also a particular sense of pride in their work, and can also increase motivation of employee. Encourage workers to learn and also grow through providing multiple opportunities for both training and development. This can assist workers to pick up their knowledge and skills and also advantage the overall group as a whole.

The dynamics within organization in a cross higher education place of work indicates the specific way where different factors interact mainly within the institute to shape its society, standards, and practice. A mutually useful, symbiotic connection of the employer and the employee and that is what's supreme to survive, and also exactly thrive in a group.

It can also be incidental that Mutualism might also be the accurate code to describe the numerous dynamics in organization that is in the overall subject sides. This is mainly due to the overall contributors have revealed that even if they were almost faced with numerous contests in the cross work, they were still able to get both personal as well as professional advantages and that both leaders and all the factions are getting advantages together.

The growth of an individual growth is about their aptitude to reproduce on overall behavior as workers. Personal expansion that is within a hybrid work environment is also significant, as it can assist workers to progress many skills and essential things including knowledge which are not inescapably associated to their job duties, but can also give to their overall comfort.

Expert expansion indicates their aptitude to accurately imitate on their services as workers, recognize their strengths and also overall faintness sto perform better in the organization. Promoting mutualism in the company needs a promise to many aspects including partnership, equality and many other aspects such as impartiality, gratitude, and also growth. By encouraging a mutualism culture of the company can establish a more involved and also the creative labor force that directly foremost to the greater accomplishment for an individual who are involved.

D. Important Elements of both Intercultural Leadership and also Social Exchange within a Hybrid Setup

The experiences of both followers and leaders and who are working in a cross environment can vary mainly depending on a specific range of multiple factors. These factors are mainly including the work nature, numerous communication technologies, and also preferences of individual. Among the overall goals and aims of this particular study is to accurately understand the lived knowledge and experiences of many leaders and different followers while effectively working in a mix environment. By systematically drawing specific inferences that are from their experiences, data has also accurately extracted the ideal hybrid place of work setup that is among teams. Mainly based on the responses of participants around 6 different categories have been systematically elicited to accurately draw a significant idea or the image of what model hybrid scenery looks like. The identification of six categories—*Leaders, Followers, Relationships, Facilities, Processes, and Benefits*—based on participants' responses provides a comprehensive picture of the elements that contribute to an ideal hybrid workplace setup.

Leaders. This category suggests that effective leadership is a crucial component of the ideal hybrid workplace. It may involve leaders who understand and support the unique dynamics of a hybrid model, provide clear guidance, foster communication, and ensure that team members feel valued and supported in both physical and virtual settings. In a hybrid place of work, leaders also play a crucial role in accurately providing proper direction, effective communication, provide support and flexibility and also including team development as well as performance

management. Effective leadership that is within a hybrid workplace is very critical for accurately building a work environment of work, sustaining more productivity, and systematically ensuring that workers, even of their location work, feel valued, supported and empowered.

Followers. This category implies the importance of team members who are adaptable, self-directed, and capable of navigating the challenges of a hybrid work environment. It might also suggest the need for a collaborative and cooperative team culture where individuals can follow best practices and contribute to the success of the hybrid setup within a hybrid work environment, many followers accurately play a significant role within productivity, accurately cooperation, effective communication, accurate flexibility, many creativities, and also continual development. Organizations also needs to identify the overall value of followers and also systematically establish a supportive atmosphere where they may thrive, regardless of where they work.

Relationship. The category underscores the significance of interpersonal connections within a hybrid workplace. Building and maintaining strong relationships among team members, regardless of physical location, is crucial for effective collaboration, communication, and a positive work environment. Relationships are almost vital within the mixwork place since they also support employee aid, many announcements, different cooperation, meeting, and welfare. In order to create a caring, mutual, and almost work environment of work, managers also needs to prioritize the overall development and also the overall care of positive influences that are among members of the team, different supervisors, and numerous stakeholders mainly within a hybrid arrangement of work.

Facilities. Facilities refer to the physical and virtual infrastructure needed to support a successful hybrid work model. This could include well-equipped office spaces, reliable and efficient numerous tools associated with technological aspects and required resources that are key area in facilitate both seamless communication and also effective collaboration that is among many team members, and also regardless of location of the members. At the same time, the facilities are significant in a hybrid workplace that is responsible and also mixes both in-people as well as remote work arrangements. The availability and also the overall quality of facilities may also have almost substantial impact on worker productivity, worker's engagement, and their well-being within a mixed work environment.

Processes. This category suggests that streamlined and well-defined workflows are essential for the ideal hybrid workplace. Clearly articulated processes for communication, project management, and decision-making can contribute to efficiency and effectiveness in a distributed work setting. Within a hybrid workplace, numerous processes or the procedures are critical due to the accurately provide consistency and also provide clarity, efficiency along with flexibility and compliance. Employees, in spite of their definite work position, advantage from distinct developments that permit them understand their job duties, inter connect positively, and accomplish anticipated areas.

enefits. The Benefits category refers to the advantages or perks offered to employees in the ideal hybrid workplace. This could include benefits such as flexible schedules, professional development opportunities, health and wellness initiatives, and other incentives that contribute to employee satisfaction and well-being. Employee overall comfort, total balance within work-life balance, almost aptitude achievement, accurate employee engagement, employee growth, and also the retention areas are all significant within a hybrid place. In a work arrangement, giving a tempting and also inclusive many reimbursements may directly contribute to almost healthy surroundings of work, happiness of employee happiness, and also the overall presentation of the organization.

E. Integration of Intercultural Leadership and Social Exchange

The Brian Spitzberg who was a social theorist has accurately contributed to the particular area of intercultural communication with the assistance of his research on that is on message capability and also in his task on communication within cross-cultural relationships. There is one most cited article of Spitzberg that is mainly in the field of more or intercultural communication from intercultural is "A Model of Intercultural Communication Competence", which further he co-authored with William R. Cupach. However, within this article, they have also planned a model associated with intercultural communication capability that also included around three mechanisms. These three components are cognitive, affective, and the last one is behavioral. All these are the figures within yellow.

The term "intercultural competence" is effectively describing one's appropriate engagement that is with cultural differences. At the same time, Intercultural competence has also been deliberate as systematically residing in a person

(i.e., encompassing numerous aspects of a person including cognitive, affective, and also behavioral capabilities of an individual) and as an important product of a specific context (i.e., accurately co-created through the people and also multiple contextual factors that are actively involved in a specific condition). There is also a more technical definition and would also be the accurate and effective interaction management that is between people who, too little degree or another, show different or also divergent affective, almost cognitive, and numerous behavioral orientations to the worldwide”.

Two-way interaction course has been accurately evaluated within the figure 5 as a significant function of motivation of two people to effectively communicate, knowledge and understanding of message in that particular context, and necessary skills for accurately giving motivation and data into practice. Behavior has also been harmonized to the several outlooks that every interacting has also of the other and while the process of announcement over the important course of the interaction, inside as well as across episodes or numerous occasion of communication process. When most of the expectations have effectively met in an accurate and also in a satisfying way, gratification, recognition, recompence and self-esteem, participants are also more likely to see themselves and other people as knowledgeable and experience normally pleased that aims and goals have been encountered.

F. Extension of the Two Theories in the Context of the Hybrid Workplace

Accurately integrating both intercultural communications along with social exchange theories can be the key source that are systematically provide an effective and also a useful framework. This is significant for getting sympathetic how entities from numerous principles accurately engage in social interactions and also in relationships, and how all these connections and also dealings have been upheld over time. At the same time, message that is totally intercultural and also the overall social exchange theories can also have almost useful impact on the overall leadership, mostly in several factories and areas cross-cultural. Privileged who are expert within intercultural communication can accurately effectively navigate many cultural differences within numerous communication styles, different norms, and several values, and can accurately facilitate both collaboration as well as teamwork among workers from different cultures. Actual intercultural message can also help privileged build faith and understanding with their workers, and can indorse an intellect of both inclusivity as well as fitting within work.

Social exchange theory can also accurately inform numerous leadership performs through accurately the importance of accurately building almost positive relationships with many employees. Most of the leaders who accurately provide both rewards and also recognition for their overall contributions of many employees that can accurately foster a specific sense of reciprocity and also shared advantage, which can lead to more fulfillment level of the job and can also directly lead to the commitment to the firm. In varied workplaces, influential or the leaders have the power to use intercultural communication and can also use social exchange theories in order to accurately promote a positive and also an inclusive culture at workplace. This can further include providing training and development opportunities to help employees improve their intercultural communication skills, creating almost a shared goal, vision and also values that ultimately reflect the work environment diversity and also providing both recognition and rewards that are directly tailored to the requirements along with the of workers even from dissimilar cultures. The overall integration of cross communication and also social exchange theories can be significant and help many leaders build and also maintain almost positive relationships with their workers, promote both teamwork and collaboration even within a diverse environment of the work, and build a specific sense of inclusivity and also strong belonging in the organization.

G. H.I.S.E. Theory: A New Model for Understanding Hybrid Intercultural and Social Exchange Relations

Following the integration of the two main theories of the study, and based on the participant's responses, the researcher created a new model for understanding the integration of both Social Exchange Methods and also Intercultural Leadership have accurately extending it within the context of the cross place of work. Thus, the Hybrid Intercultural Social Exchange theory is defined as:

“The dynamics of almost an interculturally-competent, leader-follower relationship operating under the three episodes of exchange, outcome, and equity within a hybrid workplace.”

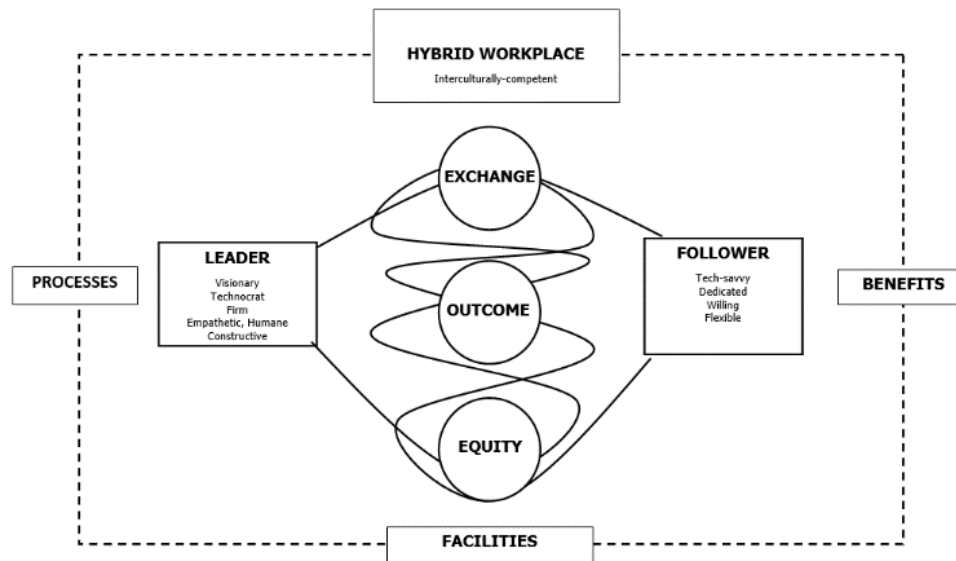


Fig 1. The Hybrid Intercultural Social Exchange Theory (HISE) Model

Following Figure 1 above, the relationship between the leader and the follower in the hybrid workplace is characterized by accountability, transparency, empowerment, collaboration, and activeness. The communication that is Intercultural and social argument are two important and also critical areas within a mixture workplace, where most of the employees work and that is both remotely and also on-site. At the same time “Intercultural communication” mainly indicates to both communicating as well as exchanging information that is between individuals and also from numerous cultural backgrounds. It mainly involves considerate cultural differences, standards, and averages, and by effectively using accurate communication approaches to accurately bridge the gap within cultures. In a hybrid area, workers may come from many countries, speak several languages, and also have many cultural backgrounds. Due to this, effective intercultural communication is very essential to accurately ensure that all the employees get understanding about each other and can also work together and seamlessly.

A hybrid workplace that is successful also requires accurate social exchange and another one is intercultural communication. Through understanding and also respecting numerous cultural differences and accurately fostering social interactions, most of the employers can be able in building a positive environment of work that further supports collaboration, and more output that is among all workers. There is important evidence that both intercultural announcement and social exchange theory are almost related and more relevant and applicable within a hybrid work environment. In a cross agency, human resources who mainly come from multiple cultural backgrounds, and also numerous communication that is across cultures is very necessary for success. It has been shown by the research that intercultural communication can systematically enhance team performance, amplify job satisfaction, and diminish turnover, according to Gudykunst (2019). A study that has been conducted by Schedlitzki and Edwards (2017) has directly explored that intercultural announcement is significant as it assisted helped remote teams in accurately overcome any language or also cultural barriers and can also build both trust and also collaboration.

There are few aspects that need to be present within an ideal leader specially in a hybrid workplace and these are mentioned below: a) visionary, b) almost technocrat, c) one who is able in accurately monitoring the progress of his or her people but also not micromanaging, d) firm, e) compassionate, f) gentle, g) thoughtful of comfort, and h) productive. On a same place, an ideal follower also needs to possess few specific aspects within hybrid setup that are also mentioned below: a) capable with the technology usage, b) enthusiastic in teaching, c) possess the class to admit his/her realism, d) readiness to achieve their task and surpass even own self e) and most prominently directly shows flexibility that requires as a setup of hybrid setup of work accurately changes radically.

Through consuming all these potentials that have been mentioned as a frontrunner or also a follower, we can look forward to teams to accurately construct better professional relationships. Teams can also be predictable to be a) more accountable, b) open with effective announcement, c) authorizing, and the remaining ones are d) collaborate, e) transparent, and also f) active.

Along with that in order to effectively make the cross workplace more conducive, all the facilities needs to be a) hybrid, b) more numerary, and c) has several simulation rooms. As to all the analysis, another thing that needs to consider is that there must be a) effective and clear policies, b) student-admin arrangement, and also c) accurate forum for concerns of both pupil and employee. And finally, there needs to be joint reimbursement for the teams similar a) ICT exercise, b) benefits for health, c) financial or moral sustenance, d) gratitude, and another one is e) respect.

CONCLUSION

As per the discussion within the figure in the last chapter, both leadership and also the social conversation philosophies can be accurately integrated directly in a crossfactory in multiple conducts

It has been suggested by the social argument theory that trust is considered as a main component of almost positive relationships and that trust can be the source that has the power to erect through the switch of many resources and different rewards. In a cross workplace, many intercultural communication skills are accurately used in order to respect many aspects such as values, beliefs, and also employee's communication styles who are from different cultural backgrounds, and also to give them with the required resources and many rewards that are significant to them. You can also construct belief and the associations with workers.

Within a cross office, statement that is intercultural can be worn to promote a strong sense of society among staff from diverse cultural background, by enhancing shared values, different goals, and many objectives, and by promoting collaboration and collaboration also.

It has been suggested by Intercultural communication theory that there may be a number of communication barriers that can directly arise from multiple cultural differences within language, in nonverbal communication, and also in both values and beliefs. Through understanding and accurately addressing all these barriers, the leaders can get the ability to effectively promote more efficient communication and can they can also figure tougher dealings with workers from many cultural backgrounds. Additionally, the social exchange theory can be very useful to systematically incentivize workers to overcome numerous communication barriers. It is by worthwhile whole employees for making the required actions to communicate efficiently crosswise different values.

Both the theories including, Intercultural communication and social exchange have been the key source in emphasizing the significant of building a supportive workplace culture, where the workers at firm's fee supported and valued. This can further involve giving the workers with multiple opportunities for both personal and also professional growth, identifying, appreciating and also rewarding their contributions. It is also possible by promoting a sense of diversity and inclusivity. Through fostering a supportive culture at workplace, leaders will also be able in building almost stronger relationships with their workers who are from many cultural circumstances and can also generate a innovative and more creative workforce.

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