

Review of: "Influence of Cultural Factors on Organizational Performance of Multinational Corporations: A Bibliometric Review from 1983 to 2020"

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Potential competing interests: No potential competing interests to declare.

As a researcher with extensive cross-cultural experience, I find this paper to be a significant and well-executed contribution to the field of international business, particularly in understanding the complex role that cultural factors play in MNCs. The paper successfully provides a clear and comprehensive picture of how cultural influences have evolved and impacted organizational performance over the last four decades.

Strengths:

The authors have done an excellent job of capturing the broad spectrum of research on cultural factors in international business, offering a rich and detailed analysis that spans nearly four decades. Culture itself is abstract and very difficult to define, with many different interpretations from each school of thought, and this study does an excellent job of summarizing for us, through bibliometrics, a specific classification that can be used to understand organizational performance. Furthermore, this longitudinal approach is particularly valuable, as it highlights not only the historical shifts in how culture is understood and integrated into business practices but also the emerging trends that are shaping the future of this field.

Suggestions:

While the paper provides a strong theoretical foundation, I believe it could also benefit from a more explicit discussion on the practical implications of these findings. For instance, MNCs could use the insights from this paper to better tailor their strategies when entering or operating in culturally diverse markets. Understanding the cultural dynamics that have historically influenced organizational performance could guide companies in making more informed decisions about localization, leadership, and management practices.

Additionally, the paper highlights the importance of cultural factors in shaping organizational outcomes, but it could go further in suggesting how businesses can apply these insights to enhance cross-cultural communication and collaboration within their teams. For example, companies could develop training programs that are specifically designed to address the cultural challenges identified in the paper, fostering a more inclusive and adaptive organizational culture.

What's more, as the output factor "organizational performance," this study did not clearly point out its measurement criteria, which may be very complicated, such as financial performance, human performance, operational performance,

etc. This may confuse readers, so I suggest including it as part of “research limitations” or “future research directions.”

Overall, this paper offers a clear and comprehensive analysis of the role of cultural factors in international business, providing both a historical perspective and forward-looking insights. Its contributions are not only valuable for academic research but also offer practical guidance for MNCs seeking to navigate the complexities of cultural diversity in their operations. I commend the authors for their thorough and insightful work and suggest considering the integration of more direct practical recommendations that could further enhance the relevance of this study to practitioners in the field.