Culture and Leadership Are Simply Two Sides of the Same Coin

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Leadership and organisational culture are considered two sides of the same coin and are regarded as the most crucial organisational elements that help firms compete successfully and gain sustainable advantage. We aim to examine the interconnection between these elements and conduct an in-depth theoretical research paper focusing on these elements and the different variables related to them. The study deeply examines the theoretical literature associated with various definitions of culture and its correlation with leadership, and comes up finally with results and recommendations. The researchers are also examining whether the nature of the relationship can be determined by market conditions, like the level of competition and the organisational age and scale. Market competition appears to affect the direction of the relationship, with the corresponding impact of operational age and size. Such findings show that both organisational factors contribute significantly, while the alignment of factors (identical cultural type and leadership style) improves this connection. Such observations refer to the work of Hofstede (1980), the most commonly quoted work on the subject (Bond, 2002). Hofstede used the five-dimension method (power distance, individualism vs. collectivism, avoidance of confusion, long-term orientation) for the development of national–cultural profiles. Since no significant market changes took place over the last five years (in terms of reform or privatisation), leadership and culture are most likely associated with a transparent system. Some studies argue that leaders are cultural, but they also transform culture by imposing new values, trends and standards of behaviour.

Introduction

In an increasingly globalised world where boundaries have virtually ceased to exist, it is vital for us to develop an in-depth understanding of the "other" person or side. This improved understanding of the "other" may help to reduce the extant cultural boundaries. There is no doubt that globalisation, diversity of workforce and increased competition has forced most organisations to seek different studies related to the correlation between leadership and organisational behaviour that lead to positive business behaviours in management, leadership, motivation and retention; while also identifying those cultural issues that create negative or unproductive business behaviours.

This research paper is inspired by previous research and studies that are related to the correlation between culture and organisational behaviour, particularly in terms of their leadership and motivational styles whether separately or combined. The researchers will then seek to draw reasonable conclusions on this bilateral relationship, especially in terms of effective leadership styles and motivational methods.

The researcher Tim Kuppler, March 12, 2014, argues that culture and leadership are simply two sides of the same coin, and states that culture has been considered to be a concept. However, a leading culture expert Edgar Schein, says it's just as a "word" and people need to be aware that 90 percent of their behaviour is driven by cultural rules and not personality.

Schein, a best-selling author and Professor Emeritus with MIT Sloan School of Management, shared this and other key insights about culture and leadership in the second part of a recent interview with CultureUniversity.com. He is troubled by the misuse of the word "culture" and the "failure of people to see that culture is not this surface phenomenon, but it is our very core … we live in culture, we display a culture, and we are always driven by the culture." Schein believes leaders should not focus on changing culture but on solving business problems.

Many studies tried to prove this hypothesis and theorise on the impact that culture has on organisational behaviour; however, a large percentage of these studies are conducted on Western, European and Asian behaviours. There are relatively few studies concerning the impact of Arab/Middle Eastern cultures on organisational behaviour. Referring to available case studies concerning Arab and Middle Eastern cultural impact, it was noted that many of the studies were more exploratory in nature and cited the need for making further empirical studies for extended generalisations. This research paper cannot be considered as a base to

perform a thorough, long-term empirical study that can be used to make proven generalisations. Given the nature of the subject, the resources are largely from areas of leadership, business, cultural management, and intercultural communication.

Literature Review

Culture's Role in Defining Organisational Behaviour

Many researchers argue that culture outlines the decision-making practices, communication and working styles, and influences the way we act and respond in the working world. Culture also refers to a group of people with whom we share common experiences that shape the way we perceive the world. Anthropologists Avruch and Black (1993) have a unique way of defining culture as "the 'lens' through which we view the world; the 'logic'… by which we order it; the 'grammar'…by which it makes sense" (Shankar and Tokimatsu 2007). Hence, in addition to religion and ethnic background, culture is one of the main factors that dictate the rules and regulations of a societal interaction. As the people of the community compose organisations, they also tend to form their own organisational culture that guides their existence.

According to Dedoussis (2004), "organizations, not unlike countries, are also known to be characterized by their own culture that is, the distinct identity manifested in the form of physical artifacts but also, and far more importantly, embedded in less visible values and beliefs shared among organizational members."

Aiming to explore the impact of organisational behaviour on leadership styles, decision-making and communication styles, and the motivational methods applied in organisations, many researchers have produced various studies that analyse the factors that are responsible for these practices. As culture is perceived to have the greatest impact on organisations, several frameworks have been developed in the past to compare cultural dimensions across the world in an attempt towards greater understanding of the similarities and differences across cultural boundaries. Some studies used to underpin the research of this paper include Hall's research of 1960, Geert Hofstede's research of 1984, and Trompenaars research of 1993.

Hofstede Cultural Dimensions

One of the most referenced and comprehensive studies on culture is that of Geert Hofstede (1984). In this study, he analysed a large database of employee value scores collected by IBM between 1967 and 1973 covering more than 116,000 employees and 50 countries. Hofstede identified five value dimensions in the workplace that are influenced by culture:

1. Power Distance Index (PDI) focuses on the degree of equality, or inequality, between people in the community. A High-Power Distance ranking indicates that inequalities of power and wealth have grown within communities that are more likely to follow a caste system that does not permit a significant upward mobility of its citizens. A Low Power Distance ranking indicates that communities de-emphasise the differences between citizen's power and their wealth, where everyone takes the privilege of equality and opportunity.

2. Individualism (IDV) focuses on the degree where communities reinforce individual or collective achievement and interpersonal relationships. A High Individualism ranking indicates that individuality and individual rights are paramount within communities. Individuals in these communities may tend to form a larger number of looser relationships. A Low Individualism ranking categorises communities as more collectivist in nature with close ties between individuals. These cultures reinforce extended families where everyone takes responsibility for fellow members of the group. Individualism is opposed to its opposite, collectivism, which is the degree to which individuals are integrated into groups. On the individualist side we find communities in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find communities in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents), which continue protecting them in exchange for unquestioning loyalty.

3. Masculinity (MAS) focuses on the degree the community reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power. A High Masculinity ranking indicates the country experiences a high degree of gender differentiation. In these cultures, males dominate a significant portion of the community and power structure, with females being controlled by male domination. A Low Masculinity ranking indicates the country has a low level of differentiation and discrimination between genders. In these cultures, females are treated equally to males in all aspects of the community.[1]

4. Uncertainty Avoidance Index (UAI) focuses on the level of tolerance for uncertainty and ambiguity within the community - i.e. unstructured situations. A High Uncertainty Avoidance ranking indicates the country has a low tolerance for uncertainty and ambiguity. This creates a rule-oriented community that institutes laws, rules, regulations, and controls in order to reduce the amount of uncertainty. A Low Uncertainty Avoidance ranking indicates the country has less concern about ambiguity and uncertainty and has more tolerance for a variety of opinions. This is reflected in a community that is less rule-oriented, more readily accepts change, and takes more and greater risks. Uncertainty avoidance deals with a community's tolerance for uncertainty and ambiguity; it ultimately

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[1] Masculinity versus its opposite, femininity, which refers to the distribution of roles between the genders, which is another fundamental issue for any community to which a range of solutions are found.

refers to man's search for Truth. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual.

5. Long Term Orientation (LTO) focuses on the degree the community embraces, or does not embrace long-term devotion to traditional, forward thinking values. High Long-Term Orientation ranking indicates the country prescribes the values of long-term commitments and respect for tradition. This is thought to support a strong work ethic where long-term rewards are expected as a result of today's hard work. However, business may take longer to develop in this community, particularly for an "outsider". A Low Long-Term Orientation ranking indicates the country does not reinforce the concept of long-term, traditional orientation. In this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change. Long-Term Orientation is the fifth dimension of Hofstede, which was added after the original four to try to distinguish the difference in thinking between the East and West.

Hofstede's analysis for the Arab World demonstrates that the Muslim faith plays a significant role in the people's lives. Power Distance Index (PDI) indicates that these communities are more likely to follow a caste system that does not allow significant upward mobility of its citizens. They are also highly rule-oriented with laws, rules and regulations in order to reduce the amount of uncertainty, which tends to allow disparity of power and wealth to grow within the community.

Table 1:

Author(s)/ Year	Title of study	Journal	Results/Findings	Recommendations
Kathleen Patterson, Ph.D. Regent University, Zani Dannhauser Ph.D. University of Stellenbosch, A. Gregory Stone, Ph.D. Regent University, July,2007	From Noble to Global: The Attributes of Global Leadership	Servant Leadership Research Roundtable – July 2007	Behavioural competencies are those competencies which direct the way a leader actually performs work. Global competencies include the leader's social skills, network management skills, knowledge, and experience.	Leaders need to develop and demonstrate global leader competencies to take up an important role and to be effective in their roles. Leaders and organisations who take the time to recognise the new global perspective, global leadership and management will not only be the

			Simple cultural differences involve the values and norms in a cultural setting.	successful leaders of tomorrow but will also be able to literally shape and change their world for the better.
Akram Mohamad Alhamad, Abdullah Osman, Arman Hadi Bin Abdul Manaf, Muhammad Safizal Abdullah, Hamza Ali Mohammad AlShatnawi August 2015	The Impact of Cross-Cultural Leadership on Management Performance in International Organisations: A Malaysian Perspective	Asian Journal of Social Sciences & Humanities Vol. 4(3) August 2015	Understanding home country culture and managers' experience as two critical elements of cross-culture have significant effects on international organisations. There is a positive significant correlation between the cross-culture and its critical elements such as: the home country's culture, manager's experience, and the organisational performance through the manager's adaptation.	Organisations must be able to find a common ground of understandings in order to deal with the differences among the people. They have to be selective in training their managers and upgrading their competencies.
Nasser Alnasseri1, Allan Osborne and Glenn Steel G Engineering and Environment, University of Northumbria, Newcastle upon Tyne, NE1 8ST, UK (2013)	ORGANISATIONAL CULTURE, LEADERSHIP STYLE AND EFFECTIVENESS: A CASE STUDY OF MIDDLE EASTERN CONSTRUCTION CLIENTS	Human Behaviour and Culture (2013)	Organisational culture is directly and positively related to performance and effectiveness. A strong organisational culture is deemed critical to organisational performance. Organisational culture and	Organisations should pay adequate attention to their culture in order to achieve positive outcomes.

			leadership style are the major dimensions of corporates' effectiveness and efficiency.	
Kamran Majeed University of east London, United Kingdom Afkar Majeed Bhatti Riphah International University, Islamabad Pakistan Ali Raza Nemati Riphah International University, Islamabad Pakistan Ijaz Ur Rehman Riphah International University, Islamabad Pakistan Arshad Rizwan Riphah International University, Islamabad Pakistan (November, 2010)	Can Cultural Change with Different Leadership Styles Enhance the Organisational Performance?	Research Journal of International Studies - Issue 17 (November, 2010)	Culture is a variable that can be changed or manipulated to support organisational performance. The perception and understanding of leadership and culture is central to how one would view the issue of organisational change. There are distinct types of cultures that are both desirable, and to some extent necessary if an organisation is to survive and be competitive in today's fast moving business environment.	Organisations should foster the culture of creativity, innovation and learning, which allows them to adapt to the changes in the external operating environment. Organisations have to achieve this type of culture in order to survive and prosper in a challenging environment.
Dr. SALAMI C.G.E. Department of Business Administration and Marketing, Faculty of	The Effect of Gender and Culture on Leadership Styles in Delta State Polytechnic,	International Journal of Research in Humanities and Social Studies Volume 3, Issue 8,	Low uncertainty avoidance, femininity, collectivism and low power distance were associated with transformational	Both men and women should feel free to adopt leadership strategies to succeed. They must also be given opportunities to lead where necessary and

Management Science Delta State University, Asaba, Delta State AKPOBIRE O. UFOMA Department of Business Administration and Management, School of Business Studies, Delta State Polytechnic, Ogwashi Uku August 2016	Ogwashi Uku Delta State	August 2016, PP 25-40	leaders, whereas high uncertainty avoidance, masculinity, individualism, and high-power distance were associated with transactional leaders.	be treated fairly to make the organisation benefit from their potential.
Dr. James Prewitt Assistant Professor of Business Hawaii Pacific University Dr. Richard Weil Assistant Professor of Business St. Leo University Anthony McClure, MS Adjunct Professor of Management Western Pennsylvania. July 2011	Developing Leadership in Global and Multi-cultural Organisations	International Journal of Business and Social Science Vol. 2 No. 13 [Special Issue - July 2011]		
ORA, ESSI	Effective Leadership and Management of a Multicultural Team Case: Radisson Blu Resort & Spa	Lahti University of Applied Sciences Ltd Degree Programme in International Business Bachelor's Thesis in	The thesis examines culture, diversity and multiculturalism, and what kind of advantages and disadvantages there are, and how they affect leadership and management.	Further training on cross-cultural skills is recommended in dealing with cross-cultural issues and conflicts and team members' opinions about leadership is advised.

		International Business Autumn 2016	Leadership style is a mix of servant leadership and shared leadership, which is a fairly effective and suitable leadership style for a multicultural team.	
Szu-Fang Chuang Fooyin University	The Essential Leadership Skills for Global Managers		Our behaviour is influenced by our cultural background, values, education, and assumptions. It is important for global managers to understand why and how they react to ensure that their decisions are made objectively. Managers need to conduct a self-awareness test or assessment in understanding self-strengths and – weaknesses. Developing cultural self-awareness can be a tool to gain feedbacks about oneself and to improve personal effectiveness in leadership and human relations.	Effective leaders need to stay motivated and take risks as necessary in business by increasing self-assurance. Managers also need to extend the knowledge of international business and strengthen technical skills in management for winning the battle in the global marketplace. Global managers should also learn to offer their support to employees, especially during the period of organisational change.
Federico Vailati 2014	Master Thesis: How does culture affect Leadership",		The understanding of leadership is implicitly	Leadership Theories usually do not take into account cultural differences but only

	Case study Thailand Linnaeus University, Sweden		influenced by culture; in fact, whether there is a cultural change, the characteristics deemed necessary for effective leadership tend to vary as well. The specific cultural boundaries of acceptability of the leader's actions and behaviours are marked by the cultural values of a nation or society.	give general and universal indication. Unique cultural features require unique management and leadership styles. Each culture is unique and for this reason a leader must take into account some specific cultural aspects in order to lead an organisation.
Jose R. Perez Colorado Technical University 2017	Global Leadership and the Impact of Globalisation	Journal of Leadership, Accountability and Ethics Vol. 14(3) 2017	There is a strong impact of globalisation on global leadership and the necessary skills and practices needed to effectively lead globally. Transformational leadership was identified as capable of reaching across cultures to enhance organisational performance and drive change in a global environment.	Transformational leadership was identified as capable of reaching across cultures to enhance organisational performance and drive change in a global environment. Future research should be focused on how transcultural leadership can be used by organisational leaders in a globalised environment.
Sebastiaan van Eysendeyk & Senka Rebac Jönköping	Conceptual Master Thesis Globalisation & Internationalis	Cross-cultural comparative study – Master Thesis – JIBS	This thesis is one of the few to study higher education on Hofstede's Individualism	There is a need for more knowledge and skilled workers, and workers with deeper understandings of

| UNIVERSITY, 2009 | ation impacts on cross-cultural organisational change and leadership: A comparative study between Higher education institutions in collectivistic and individualistic countries | | versus Collectivism cultural dimension, including situational variables, such as Leadership and Organisational change, specifically towards internationalisation. The future of countries often lies within their ability to compete in a global market where industrial based economies are transforming into knowledge-based industries. Realising the importance of knowledge, skills and the intellectual Capacity, is necessary to meet the challenges of rapid change and uncertainty. | languages, cultures and business methods all over the world. Interacting effectively within universities and with their partners is crucial because it effects generations to come across cultures, and as cultural intelligence is a relatively new idea that builds on these earlier concepts. Cultural dimensions can be used to find out how decision makers and employees within universities react to change in high and low uncertainty avoidance cultures. |
| Alireza Nazarian and Peter Atkinson International Business School, West London University, Brunel Business School, Brunel University, Kingston Lane, Uxbridge, UK, | Impact of Culture on Leadership Style: The Case of Iranian Organisations | World Applied Sciences Journal 28 (6): 770-777, 2013 | All the dimensions of national culture have a significant relationship with transformational and transactional leadership styles whereas there were mixed relationships between national culture dimensions and the passive leadership style. | Further studies are needed to understand how other factors, such as organisational. culture, affect the relationship between national culture and leadership style: From cultural roots to economic growth. |

			Scholars suggest that it is because it increases our understanding of both national culture and leadership styles, and it will also be equal value to mangers because it will guide them in their choice of leadership style in a given national context.	

The primary purpose of our research is to provide an overview of the association between culture and leadership types, whereas the definition of leadership was studied extensively. There is also no universally accepted set of skills and practices required for effective leadership in a globalised environment. There is growing concern about whether culture affects leadership style. Here, we quote, "Culture can be likened to a forest, while individuals are trees. A woodland is not just a bunch of trees, it is a symbiosis of trees, bushes, plants, insects, livestock and microorganisms and the nature of the forest is lacking only when we identify its most common species. Similarly, the characteristics of the typical person cannot be represented satisfactorily in the society "(Hofstede 1993, pps. 92).

Research Methodology

This work reviews and analyses the previous literature, focusing on the correlation between culture and various types of team leadership, business, cultural management, and intercultural communication. The independent variables in the study are leadership practices while the dependent variable was the team culture.

Data Collection

In order to answer the research questions, this paper collects, synthesises, and analyses data, particularly on the subjects of culture and team leadership, and communication, including:

1. Survey of literature in the area of leadership
2. Survey of literature in cultural management
3. Survey of literature in national culture, and

4. Survey of literature concerning intercultural communication.

The researchers conducted in-depth research to draw attention to the relationship between leadership and organisational culture in order to enhance the validity and reliability of the findings.

Data Analysis

Relevant core concepts and results from this research paper, including leadership studies, intercultural communication, industry, cultural management, teamwork and organisational management practices, answer the research questions for the purpose of this report. Data is analysed by several scholars and experts using cultural variability theories. Several claims discussed by Hall (1976), Hofstede (1984), Trompenars (1993) and GLOBE (2004) have been found in the cultural heterogeneity associated with this project. The systematic literature review is an excellent source for further empirical study in the same field in the future.

Discussion

The rapidly changing with globalism, word-wide markets and cultural diversity have shaped the researchers' interests in leadership styles. There is universality in the concept of the transactional change management. In other words, the same understanding of events and relationships can be found in different organisations and cultures. Exceptions may be defined as peculiar features of organisations or cultures. The debate is about three correlates. Studies conducted by corporate, educational, military, government and independent organisations gathered supporting evidence. Similarly, supporting data from all but one continent was gathered to record the paradigm's applicability. (Bass, 1994).

There is increasing interest in research and theory focused on the role of governance in cultural contexts (Avolio, Walumbwa, & Weber, 2009). Cross-cultural leadership work was based on this (Gelfand, Erez, & Aycan, 2007; House, Hanges, Javidan, Dorfman, & Gupta, 2004). There are also detailed reviews for more tangent-related intercultural studies (Hofstede, 2001; Kirkman, Lowe and Gibson, 2006; Leung, Bhagat, Buchan, Erez & Gibson, 2005).

Tsui, Zhang, Wang, Xin, and Wu (2006) investigated the relationship between CEO leadership behaviour and organisational culture in China. Their results suggested that researchers should not take for granted that leaders play a dominant role in organisational culture's cultivation. Moreover, globalisation revealed that most leadership models have been designed for the past century to accommodate traditional hierarchical structures of organisations (Uhl-Bien, Marion, & McKelvey, 2007). However, there is a growing sense of tension that these models may not fully capture the leadership dynamic of organisations operating in today's complex economy

(Lichtenstein et al., 2007) and that led to complexity of leadership's development (Uhl-Bien & Marion, 2008).

One of the key hypotheses of leadership theory is that "many leaders who think of leadership did not understand that leadership is not only one's power but is rooted in an interplay between many interacting power[s]" (Uhl-Bien et al. 2007, p. 302).

Over the past thirty years, organisations and institutions around the globe have invested in leadership and the organisation's community, creating a constant debate on the essence of its relationship, which has traditionally developed in order to identify and nurture future leaders. By highlighting the fact that the cultural values, norms and laws shape a certain kind of leadership, Porras and Hoffer (1986) explained how culture affects leadership.

Schein (1990) supported the idea that leaders should analyse and value cultural elements when attempting to promote a culture that is socially and strategically relevant. Such leaders begin to shape culture in the first phases of business development but, later, when the enterprise matures, culture forms leadership characteristics. Ogbonna and Harris (2000) have reported that the effect of leadership on the success of an organisation is meditated by the culture of organisation.

Research highlights the importance of leadership roles from a different perspective of cultural development. Brooks (1996), who argues that leaders use their awareness of organisational culture to influence change, suggests that leaders use their knowledge of organisational culture. Block (2003) concludes but does not connect transforming and transactional leadership to distinct cultural elements that are strongly related to employee cultural perceptions by direct supervising directors. Moreover, Toprman (1994) acknowledged that leadership is part and parcel of organisational culture, while Taormina (2008) investigated whether leadership behaviour is a predictor of organisational culture.

There was a discussion more recently about bilateral relations between leadership and culture. Several studies have concentrated on cultural and leadership influences on leadership behaviour and have found strong statistically significant relationships in eight countries (e.g. Chang & lee, 2007; Nam Nguyen & mohamed, 2011; Xenikou and Simosi, 2006).
Real implies the alignment of leadership and cultural styles in many cases, without any proof that such integrations will have a random effect. A non-random effect may suggest implicit processes or an organisational strategy to balance the interest of the members and workers.
In fact, the culture and leadership of organisations, while the "cultural-led" essence is ignored by most literature, has long been critical for performance and profitability (Alvesson, 2011). It was also noted that the leadership focus of the national market is greater than the cultural impact of society on leadership as a result of cultural leadership. Coordination of culture and leadership

is an uncharted phenomenon, although the relationship between culture and the organising strategy has been studied in corresponding coordination (GUPTA, 2011). The organisation's sustainability and organisational growth require bilateral relations, but each element's intensity depends on market conditions. As the findings suggest, the identical form of management affects each kind of culture strongly and positively, while the lack of coordination between the two elements has negative consequences. In changing management, this has great importance. New leadership styles can distract organisational harmony and new cultural elements may become obstacles for effective management of leadership. Before any managerial change should take place, the cultural type ought to be examined in order to reveal the operational framework. Otherwise, change, resistance, and frictions may occur.

GLOBE Study (2004) Identified Six Global Leadership Behaviours

1- Charismatic / value-based leadership: This is based on strong core values and represents the ability to inspire and empower others to perform highly.
2- Team-based leadership: This highlights the development of teams and a common aim among team members.
3- Participatory leadership: This represents the level of participation and execution of decision-making by leaders.
4- Human-focused leadership: This emphasises support, love, kindness and generosity.
5- Self-government: This refers to self-governing and individualism that encompasses individuality and uniqueness.
6- Self-protective management: This represents behaviour that guarantees the security and safety of the leader and the party.

Dimensions of Culture

Hall (1976) stated that the degree of focus— on the person (individual) or on the collective (collectivist)—is the primary characteristic of cultures. In 1994, Trompenaars classified the culture of an organisation as:

a- The degree to which societies show common power vs. hierarchical power, or egalitarian-hierarchical.
b- Task-person orientation–the degree to which societies prioritise human interaction versus task concentration.

In addition, House et al.'s (2004) research on the association between culture and leadership resulted in the GLOBE research programme, which was launched in 1991, involving more than 160 researchers. They used quantitative methods to research the responses of 17,000 managers

in more than 950 organisations, 62 different cultures and established a cultural aspect framework and defined nine cultural dimensions:

1. Uncertainty Avoidance
• The extent to which a society, agency, or group relies on social standards, routines or procedures to avoid confusion.
• The U.S. encourages entrepreneurship; the countries of the Middle East value cautious, long-term and reliable business negotiations.

2. Power Distance
• The degree to which group members believe and accept that power should be disproportionately shared.
• In India's caste system all have a "rightful position."

3. Institutional Collectivism
• The degree to which an organisation or community encourages institutional or societal collective action.
• North Korean Supreme Leader Kim Jong-II uses the military to oversee development of cultural values of collective effort and non-material incentives.

4. In-Group Collectivism
• The degree to which people express pride, loyalty, and cohesiveness in their organisations or families.
• Some Middle Eastern cultures regard family and religious affiliation above all else; honour killings of family members who have disgraced or defied the paternal leader of the family.

5. Gender Egalitarianism
• The degree to which an organisation or community minimises gender role differences and promotes gender equality.
• In Sweden, men and women share power equally. An extensive welfare system allows both sexes to balance work and family life.

6. Assertiveness
• The degree to which people in a culture are determined, assertive, confrontational, and aggressive in their social relationships.
• German managers use straightforward and direct language; conflict and confrontational discussion are acceptable workplace behaviours.

7. Future Orientation
- The extent to which people engage in future-oriented behaviours such as planning, investing in the future, and delaying gratification.
- Many Middle Eastern countries are concerned with traditional values and ways of doing things; North Americans believe they can plan and control the future and idealise change for the sake of orientation.

8. Performance Orientation
- The extent to which an organisation or community encourages and rewards group members for improved performance and excellence.
- Standardised testing in US schools.

9. Humane Orientation
- The degree to which a culture encourages and rewards people for being fair, altruistic, generous, caring, and kind to others.
- Switzerland's helpfulness to others during and after WW I and WW II. The country espouses tolerance and responsibility as central educational goals.

Table 2:

Cultural Dimensions	High-Score Clusters	Low-Score Clusters
Assertiveness	Eastern Europe	North Europe
orientation	Germanic Europe	
Future orientation	Germanic Europe	Eastern Europe
	Nordic Europe	Latin America
		Middle East
Gender egalitarianism	Eastern Europe	Middle East
Humane orientation	Southern Asia	Germanic Europe
	Sub-Sharan Africa	Latin Europe

Source: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), Culture, Leadership, and Organisations: The GLOBE Study of 62 Communities, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Universally Desirable and Undesirable Leadership Attributes

One of the most interesting outcomes of the GLOBE project was the identification of a list of leadership attributes that were universally endorsed by 17,000 people in 62 countries as

positive aspects of effective leadership. Respondents in the GLOBE study identified 22 *valued* leadership attributes (Table). These attributes were universally endorsed as characteristics that facilitate outstanding leadership.

Table 3: Universally Desirable Leadership Attributes

Positive Leadership Attributes		
Trustworthy	Just	Honest
Foresight	Plans ahead	Encouraging
Positive	Dynamic	Motivating
Confidence builder	Motivational	Dependable
Intelligent	Decisive	Effective bargainer
Win–win problem solver	Communicative	Informed
Administrative skilled	Coordinator	Team builder
Excellence oriented		

Source: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), Culture, Leadership, and Organisations: The GLOBE Study of 62 Communities, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Based on the list of approved attributes, a portrait can be drawn of a leader who is seen by almost everyone as exceptional. That portrait is of a leader who is high in integrity, is charismatic/value-based, and has interpersonal skills (Dorfman et al., 2004).

The GLOBE project also identified a list of leadership attributes that were universally viewed as obstacles to effective leadership (Table). These characteristics suggest that the portrait of an ineffective leader is someone who is asocial, malevolent, and self-focused. Clearly, people from all cultures find these characteristics to hinder effective leadership.

Table 4: Universally Undesirable Leadership Attributes

Negative Leadership Attributes		
Loner	Asocial	Non-cooperative
Irritable	Non-explicit	Egocentric
Ruthless	Dictatorial	

Source: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), Culture, Leadership, and Organisations: The GLOBE Study of 62 Communities, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Although this argument on culture and leadership does not represent a single and integrated theory of leadership, it presents the findings that have several strengths.

First, the GLOBE study is a major study and the only study to analyse how leadership is viewed by cultures in all parts of the world. The scope of this study is a major strength. Data was collected by 170 social scientists, representing 62 countries from all regions of the world, and included responses from 17,300 managers in 951 organisations. The GLOBE project has been a massive undertaking, and the findings that have emerged from this work make a powerful statement about how cultures around the world view leadership.

Second, the findings from GLOBE are valuable because they emerge from a well-developed quantitative research design. In the leadership literature, there are many qualitative studies that focus more narrowly on how people in certain countries view a small number of leadership concepts.

Although these studies have contributed to our understanding of culture and leadership, they are limited in scope and generality. In contrast, the strength of the GLOBE project is that researchers used a quantitative design and administered standardised instruments to assess leadership and cultural dimensions in 62 countries. Thus, the results from the GLOBE study about leadership are generalised between cultures and within cultures around the world.

Third, the GLOBE studies provide a classification of cultural dimensions that is more expansive than the commonly used Hofstede classification system. Whereas Hofstede distinguishes between cultures based on five dimensions (power distance, uncertainty avoidance, individualism–collectivism, masculinity–femininity, and long-term–short-term Orientation), the GLOBE studies identify nine cultural dimensions (uncertainty avoidance, power distance, institutional collectivism, in-group collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, and humane orientation). Although seven of the nine dimensions identified in the GLOBE studies have their origins in the dimensions identified by Hofstede, by expanding the classification system, the GLOBE studies provide a broader and more elaborate way of describing dimensions of culture. Fourth, the GLOBE studies provide useful information about what is universally accepted as good and bad leadership. Clearly, people from most cultures view good leadership as based on integrity, charisma, and interpersonal ability. Conversely, they see bad leadership emerging from leaders who are self-focused, dictatorial, and asocial. These lists of positive and negative attributes provide a useful portrait of how people around the world conceptualise leadership.

Finally, the study of culture and leadership underscores the complexity of the leadership process and how it is influenced by culture. Data from the GLOBE study highlights the need for each of us to expand our ethnocentric tendencies to view leadership from only our own perspective and instead to "open our window" to the diverse ways in which leadership is viewed by people from different regions around the world. There are many ways to view

leadership and the integration of culture, and studies of leadership help us to expand and develop a richer understanding of the leadership process.

Criticisms

The body of research on culture and leadership also has several weaknesses.
Firstly, although the GLOBE research has resulted in a multitude of findings about perceptions of leadership in different cultures, this research does not provide a clear set of assumptions and propositions that can form a single theory about the way culture relates to leadership or influences the leadership process.

Secondly, the research is narrow in scope, and concerns the way researchers have labelled and defined certain cultural dimensions and leadership behaviours. For example, it is not easy to understand what "power distance" means, nor what the meaning of "self-protective leadership" may be. Because the meanings of these terms are somewhat vague, it is difficult at times to interpret or fully realise the findings about culture and leadership.

Another criticism relates to the way in which leadership was conceptualised in the GLOBE studies. Researchers used a conceptualisation of leadership that was based on the ideas set forth by Lord and Maher (1991) in their work on implicit leadership theory. This approach frames leadership from an information processing perspective as the implicit beliefs and convictions that individuals have about leaders. In other words, according to this theory, leadership is the process of being perceived by others as a leader. However, conceptualising leadership in this way is limited because it focuses on what people perceive to be leadership and ignores a large body of research that frames leadership in terms of what leaders do (e.g., transformational leadership, path–goal theory, skills approach). Research on how people from different cultures view leadership is valuable, but there is a need for further research on how leadership functions in different cultures.

A related criticism involves the way in which researchers in the GLOBE study measured leadership. They selected six global leadership behaviours (i.e., charismatic/value-based, team-oriented, participative, humane-oriented, autonomous, and self-protective leadership) that were derived from an analysis of subjects' responses to hundreds of other attributes believed to be related to outstanding leadership. Each of the six global leadership behaviours were measured by a series of subscales. However, the subscales represented a very broad range of behaviours and as a result compromised the precision and validity of the leadership measures.

Finally, the GLOBE studies provide a stimulating list of universally approved desirable and undesirable leadership attributes. However, it is difficult to identify a set of universal attributes in isolation from the context in which the leadership occurs. The GLOBE studies tend to isolate

a set of attributes that are characteristic of effective leaders without considering the influence of the situational effects.

Conclusion

The trend towards globalisation has urged leaders to become more talented and experienced in cross-cultural awareness and practice. Adler and Bartholomew (1992) argue that global leaders need to develop five cross-cultural competencies. First, leaders need to understand business, political, and cultural environments worldwide. Second, they need to learn the perspectives, tastes, trends, and technologies of many other cultures. Third, they need to be able to work simultaneously with people from many cultures. Fourth, leaders must be able to adapt to living and communicating in other cultures. Fifth, they need to learn to relate to people from other cultures from a position of equality rather than cultural superiority (p. 53). Additionally, Ting-Toomey (1999) believes that global leaders need to be skilled in creating trans-cultural visions. They need to develop communication competencies that will enable them to articulate and implement their vision in a diverse workplace.

All in all, today's leaders need to acquire a challenging set of competencies if they intend to be effective in present-day global communities. This study is devoted to a discussion of how culture influences the leadership process and attempts to define culture and describing concepts that are related to our perception of these concepts. The researchers describe dimensions of culture, clusters of world cultures, and the characteristics of these clusters. Then they focus on the management that varies across cultures and which specific leadership attributes that cultures universally consider as desirable and undesirable to discuss the areas of strengths, as well as the points of weaknesses.

Additionally, the findings about culture can help leaders be aware of their own cultural biases and preferences, as different cultures have different ideas about what they want from their leaders, and these findings help our leaders adapt their styles to be more effective in different cultural settings. Moreover, they can help global leaders communicate more effectively across cultural and geographic boundaries. Available information on culture and leadership can be also used to build culturally sensitive websites, design new employee orientation programs, conduct programs in relocation training, and improve global team effectiveness.

Recommendations

- This paper is exploratory in nature and will be used as a starting tool for future empirical research on this unique topic. There is a need for further empirical studies for extended generalisations.

- It is advisable to conduct further research and case studies concerning the impact of Arab and Middle Eastern culture.

- Further research is imperative for the creation of a model that explores the extent in which the relationship between leadership and culture is affected by (a) industrial characteristics (such as firm's age and size and employees' education and tenure) and (b) the national culture's characteristics (power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation).

- The Hofstede Model of Cultural Dimensions can be of great use when it comes to analysing a country's culture. There is, however, one thing that should be taken into consideration. The averages of a country do not relate to individuals of that country, and even though this model has proven to be quite often correct when applied to the general population, one must be aware that not all individuals or even regions with sub-cultures fit into the mould. It is to be used as a guide to understand the difference in culture between countries, not as laws set in stone.

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