The Relationship between Leadership and Organisational Culture

Laila AlKilani[a], Ahmad Almaani[b], Ahmad Areiqat[c], Allam Hamdan[d],
[a]Department of Physical Sports Sciences, College of Education, Princess Nourah bint Abdulrahman University, Saudi Arabia, [b]Modern College of Business & Science, Oman, [c]Business School- Al- Ahliyya Amman University, Jordan, [d]Ahlia University, Manama, Bahrain,

Leadership and organisational culture are viewed as cut out of the same cloth and respected the essential hierarchical components that assist firms with contending effectively and increase reasonable favourable position. We intend to analyse the interconnection between these components and lead a top to bottom hypothetical exploration paper concentrating on these components and the various factors identified with them. The investigation profoundly handles the hypothetical writing related to different meanings of culture and its connection with the administration and comes up at last with the outcomes and suggestions. Besides, the researchers examine whether economic situations, for example, the quality of rivalry and operational age and size, can decide the degree and the course of the relationship. Market rivalry appears to influence the course of the relationship, while operational age and size influence the pertinent degree. The discoveries uncover a solid connection between these two operational variables, while elements' coordination (identical cultural type and leadership style) implements this relationship. These outcomes are as per Hofstede's work 1980, which is the most broadly referred to work in presence on a similar theme. To make national–social profiles, Hofstede utilised a five measurements device (Power Distance, Individualism vs Collectivism, Uncertainty avoidance, Long-term orientation). Since no significant change has occurred in the market during the most recent five years (as far as deregulation or privatisation), administration and culture have adjusted through an oblivious methodology. A few examinations contend that leaders are influenced by social sort to serve the hierarchical technique, yet they additionally change culture by forcing new qualities, patterns, and conduct standards.

Introduction

In an undeniably globalised existence where limits have practically stopped to exist, we need to build up a top to bottom comprehension of the "other" individual or side. This improved comprehension of the "other" may assist with lessening the surviving social limits. There is no uncertainty that globalisation, assorted variety of workforce and expanded rivalry has constrained most associations to look for changed investigations identified with the relationship amongst initiative and hierarchical conduct that lead to positive business practices in the board, authority, inspiration and maintenance; while likewise distinguishing those social issues that make negative or useless business practices.

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, contends that culture and authority are essentially cut out of the same cloth, and states that culture has been viewed as an idea. In any case, the main culture master Edgar Schein says it is similarly as a "word" and individuals should know that social guidelines and not character drive 90 per cent of their conduct.

Numerous examinations attempted to demonstrate hypothesis and theories of the effect that culture has on organisational behaviour; notwithstanding, a considerable level of these investigations are led on Western, European and Asian practices. Be that as it may, there are generally scarcely any investigations concerning the effect of Arab/Middle Eastern societies on hierarchical conduct. Alluding to accessible contextual analyses concerning Arab and Middle Eastern social effect, it was noticed that a large number of the examinations were progressively exploratory and referred to the requirement for making further exact investigations for broadened speculations. This exploration paper can not be viewed as a base to play out an intensive, long haul observational investigation that can be utilised to make demonstrated speculations. Given the idea of the subject, the assets are to a great extent from regions of administration, business, social administration, and intercultural correspondence.

Brief Literature Review
Culture's Role in Defining Organisational Behaviour

Numerous researchers contend that culture diagrams the dynamic practices, correspondence and working styles, and impacts how we act and react in the working scene. Culture likewise alludes to a gathering of individuals with whom we share regular encounters that shape how we see the world. Anthropologists Avruch and Black (1993) have a novel method of characterising society as "… one's own way of life gives the 'focal point' through which we see the world; the 'rationale'… by which we request it; the 'sentence structure'… by which it bodes well" (Shankar & Tokimatsu, 2007). Subsequently, notwithstanding religion and ethnic foundation, culture is one of the primary factors that direct the guidelines and guidelines of a cultural connection. As the individuals of the network create associations, they likewise will, in general structure their own organisational culture that controls their reality.

Intending to investigate the impact of organisational behaviour on the leadership styles, the dynamic and correspondence styles, and inspirational strategies applied in associations, numerous scientists have created different examinations to break down the elements that are answerable for these practices. As culture is seen to have the best effect on associations, a few structures have been created in the past to think about social measurements over the world in an endeavour towards more prominent comprehension of similitudes and contrasts across social limits. A few examinations are utilised to support the exploration of this paper including Hall's examination of 1960, Geert Hofstede's exploration of 1984, and Trompenaars exploration of 1993.

Hofstede Cultural Dimensions

One of the most referenced and a far-reaching concentrate on culture is that of Geert Hofstede (1984). In this study, he broke down a huge database of worker esteems scores gathered by IBM somewhere in the range of 1967 and 1973, covering over 116,000 employees and 50 countries. Hofstede recognised four worth dimensions in the workplace that are impacted by culture.

1-Power Distance Index (PDI) centres around the level of equity, or imbalance, between individuals in the network. A High-Power Distance positioning shows that imbalances of influence and riches include developed inside networks that are bound to follow a standing framework that does not allow a critical upward versatility of its residents. A Low Power Distance positioning demonstrates that networks de-underscore the contrasts between resident's influence and their riches, where everybody takes the benefit of correspondence and opportunity.

2-Individualism (IDV) centres around the degree where networks strengthen individual or aggregate accomplishment and relational connections. A High Individualism positioning demonstrates that singularity and individual rights are fundamental inside networks. People in these networks may will in general structure a bigger number of looser connections. A Low Individualism positioning gives networks a sort of an increasingly collectivist nature with close ties between people. These societies fortify more distant families where everybody assumes liability for individual individuals from the gathering. Independence is the one side versus its inverse, community, that is how much people are incorporated into gatherings. On the maverick side, we discover networks in which the ties between people are free: everybody is relied upon to take care of him/herself and his/her close family. On the collectivist side, we discover networks in which individuals from birth onwards are incorporated into solid, firm in-gatherings, regularly more distant families (with uncles, aunties and grandparents) which keep ensuring them in return for unquestioning devotion.

3-Masculinity (MAS) centres around the degree the network strengthens or does not fortify, the conventional manly work good example of male accomplishment, control, and force. A High Masculinity positioning demonstrates the nation encounters a serious extent of sexual orientation separation. In these societies, guys overwhelm a critical segment of the network and force structure, with females being constrained by male mastery. A Low Masculinity positioning shows the nation has a low degree of separation and segregation between sexual orientations. In these societies, females are dealt with similarly to guys in all parts of the network.

(Masculinity versus its inverse, femininity alludes to the dispersion of jobs between the sexual orientations, which is another key issue for any network to which a scope of arrangements are found).

4-Uncertainty Avoidance Index (UAI) centres around the degree of capacity to bear vulnerability and uncertainty inside the community - for example, unstructured circumstances. A High Uncertainty Avoidance positioning demonstrates the nation has a low capacity to bear vulnerability and equivocalness. This makes a standard arranged network that foundations laws, rules, guidelines, and controls to decrease the measure of vulnerability. A Low Uncertainty Avoidance positioning demonstrates the nation has less worry about vagueness and vulnerability and has more capacity to bear an assortment of assessments. This is reflected in a network that is less principle arranged; all the more promptly acknowledges change, and faces more and more prominent challenges. Vulnerability evasion manages a network's capacity to bear vulnerability and equivocalness; it, at last, alludes to man's quest for Truth. It demonstrates how much a culture programs its individuals to feel either awkward or agreeable in unstructured circumstances. Unstructured circumstances are novel, obscure, amazing, and not the same, not surprisingly.

5- Long Term Orientation (LTO) centres around the degree the community grasps or does not grasp long haul commitment to conventional, groundbreaking esteems. High Long-Term Orientation positioning shows the nation recommends to the estimations of long-haul responsibilities and regard for convention. This is thought to help a solid, hard-working attitude where long haul rewards are normal because of the present difficult work. In any case, a business may take more time to create in this network, especially for a "pariah". A Low Long-Term Orientation positioning demonstrates the nation doesn't strengthen the idea of long haul, conventional direction. In this culture, change can happen all the more quickly as long-haul conventions and responsibilities don't become hindrances to change. Long haul Orientation is the fifth element of Hofstede, which was added after the first four to attempt to separate the distinction in speculation between the East and West.

Hofstede's analysis for the Arab World exhibits that Muslim confidence assumes a noteworthy job in the individuals' lives. Force Distance Index (PDI) shows that these networks are bound to follow a position framework that doesn't permit critical upward portability of its residents. They are likewise exceptionally rule-arranged with laws, rules and guidelines to decrease the measure of vulnerability, which will in general permit dissimilarity of influence and riches to develop inside the network.

Research Methodology

This work reviews and analyses the past literature, concentrating on the connection between culture and various types of team leadership, business, cultural management, and intercultural correspondence. The autonomous factors in the examination are initiative practices, while the reliant variable was the group culture.

Data Collection

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 to enhance the validity and reliability of the findings.

Data Analysis

To achieve the purpose of this study, the research questions are answered by relevant key concepts and findings from this research paper, including the studies about leadership:

Previous Related Studies

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. Simple cultural differences involve the values and norms in a cultural setting.	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 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,	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	Organisations must be able to learn to a common ground of understandings in order to deal with the differences among the people. They have to be selective in

Hamza Ali Mohammad AlShatnawi August 2015			significant correlation between the cross-culture and its critical elements such as: the home country culture, managers' experience and the organisational performance through managers' adaptation.	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 leadership style are the major dimensions of corporates' effectiveness and efficiency.	Organisations should pay adequate attention to their culture in order to achieve positive outcomes.
Kamran Majeed University of East London, United Kingdom Afkar Majeed Bhatti Riphah International University,	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	Organisations should foster the culture of creativity, innovation and learning, which allows them to adapt to the changes in the

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)			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.	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 Management Science Delta State University, Asaba, Delta State AKPOBIRE O. UFOMA Department of Business Administration and Management, School of Business	The Effect of Gender and Culture on Leadership Styles in Delta State Polytechnic, Ogwashi Uku Delta State	International Journal of Research in Humanities and Social Studies Volume 3, Issue 8, August 2016, PP 25-40	Low uncertainty avoidance, femininity, collectivism and low power distance were associated with transformational leaders, whereas high uncertainty avoidance, masculinity, individualism and high power distance were associated with transactional leaders.	Both men and women should feel free to adopt leadership strategies to succeed. They must also be given opportunities to lead where necessary and treated fairly with men to make the organisation benefit from their potentials.

Studies, Delta State Polytechnic, Ogwashi Uku August 2016				
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 International Business Autumn 2016	The thesis examines culture, diversity and multiculturalism, and what kind of advantages and disadvantages there are, and how they affect leadership and management. leadership style is a mix of servant leadership and shared leadership, which is a fairly effective and suitable leadership style for a multicultural team	Further training on cross-cultural skills is recommended in dealing with cross-cultural issues and conflicts, and team members' opinions about leadership is advised.

Szu-Fang Chuang Fooyin University	The Essential Leadership Skills for Global Managers		Our behaviour is influenced by our cultural background, values, education, and assumption 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 supports to employees, especially during the period of organisational change.
Federico Vailati 2014	Master Thesis: How does culture affect Leadership", Case study Thailand Linnaeus university, Sweden		the understanding of leadership is implicitly influenced by the culture; in fact whether there is a cultural change, the characteristics deemed necessary for an effective leadership tend to vary as well. The specific cultural	Leadership Theories usually do not take into account cultural differences but only give general and universal indication. unique cultural features require unique management and leadership styles.

			boundaries of acceptability of the leader's actions and behaviors are marked by the cultural values of a nation or society.	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 UNIVERSITY, 2009	Conceptual Master Thesis Globalisation & Internationalisation impacts on cross-cultural organisational change and leadership: A comparative study between Higher education	Cross-cultural comparative study – Master Thesis – JIBS	this thesis is one of the few to study higher education on Hofstede's Individualism versus Collectivism cultural dimension, including situational variables, such as Leadership and Organisational change, specifically towards	There is a need for more knowledge and skilled workers, and workers with deeper understandings of languages, cultures and business methods all over the world . Interacting effectively within

| | institutions in collectivistic and individualistic countries | | 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 to meet the challenges of rapid change and uncertainty. | 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 dimension 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. scholars because it increases our understanding of both national culture and leadership style 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. | 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. |

The main purpose of our study is to give a review the connection between culture and leadership styles, while the idea of leadership has been concentrated widely; the literature is constrained on how globalisation has affected the leadership process. Likewise, there are no generally acknowledged arrangement of global leadership skills and practices vital for powerful authority in a globalised domain. There is a developing worry with respect to whether culture affects leadership style. Our research paper is predictable with past examinations concentrating on the equivalent topic.

Every single previous investigation remembered for the table concur on the way that globalisation strongly affects culture and leadership styles. These examinations' contentions are mostly enlivened by Hofstede's five social measurements clarified in these research papers as they were utilised as free factors to clarify culture and leadership styles. The cultural influences on the leadership aspects need to be taken into particular account in order to achieve effective leadership.

Here, We Cite

"Culture can be compared to a forest, while individuals are trees. A forest is not just a bunch of trees: it is a symbiosis of different trees, bushes, plants, insects, animals and micro-organisms, and we miss the essence of the forest if we only describe its most typical trees. In the same way, a culture cannot be satisfactorily described in terms of the characteristics of a typical individual" (Hofstede, 1993, pp. 92).

Discussion

The quickly going propensity towards globalisation just as worldwide economies and cultural intricacy have influenced the researchers' interest in leadership styles. A developing enthusiasm for research and hypothesis that centres around the job of the initiative across social settings have emerged (Avolio, Walumbwa, &Weber, 2009). This has produced an expanded spotlight on diverse initiative examination (Gelfand, Erez, & Aycan, 2007; House, Hanges, Javidan, Dorfman, & Gupta, 2004). Broad surveys likewise exist for cross-cultural research that is all the more digressively connected to leadership (Hofstede, 2001; Kirkman, Lowe, & Gibson, 2006; Leung, Bhagat, Buchan, Erez, & Gibson, 2005). Tsui, Zhang, Wang, Xin, and Wu (2006) examined the connection between CEO initiative conduct and organisational culture in China. Their results pointed out that researchers ought not to underestimate that leaders assume a predominant job in an organisational culture's development.

Besides, globalisation uncovered that most leadership models had been intended for as far back as the century to suit customary progressive structures of organisations (Uhl-Bien, Marion, & McKelvey, 2007). In any case, there is a developing feeling of strain that these models may not completely catch the leadership dynamic of organisations working in the present complex economy (Lichtenstein et al., 2007) and that prompted unpredictability leadership's development (Uhl-Bien & Marion, 2008). One of the centre recommendations of multifaceted nature authority hypothesis is that "quite a bit of initiative reasoning has neglected to perceive that administration isn't only the compelling demonstration of an individual or people however it is somewhat installed in a mind boggling exchange of various communicating powers".

Over the last thirty years, organisations and institutions around the globe have put resources into leadership and organisational culture, and this made a persistent discussion about the kind of their connection. The way toward recognising and creating future leaders has generally advanced around the qualities of the possible head. Porras and Hoffer (1986) called attention with the impact of culture on leadership, by giving accentuation on the way that social qualities, patterns, and rules are molding a one of a kind authority style. Schein (1990)

upheld the possibility that pioneers must assess and regard social components, while they should attempt to advance a fitting and deliberately reasonable culture. He guaranteed that pioneers would in general shape culture during the primary phases of business creation, yet later, when the business develops, it is culture that shapes initiative qualities. Moreover, Ogbonna and Harris (2000) uncovered that the effect of the initiative on an association's exhibition is interceded by authoritative culture.

Truth to be told, organisational culture and leadership have been considered as pivotal components for execution and effectiveness accomplishment for quite a while, even though the "culture-driven" nature of leadership is ignored in the majority of the literature (Alvesson, 2011). Moreover, it was perceived that the leader-centric character of the national market, because of the significant effect of administration on culture, is more prominent than the impact culture has on leadership versus Transient direction, and Indulgence versus Restriction) which altogether contrasts from Quinn and Cameron's four measurement model (adaptability, control, inside the direction, and outer direction) which means to make an industry-related social model. Having an alternate beginning stage (explicit national model versus explicit industry model), there is little importance between these two models to be talked about.

The coordination among leadership and culture is an unexplored marvel even though comparing coordination has been learned about the connection between leadership and culture (Gupta, 2011). The organisational feasibility and the operational development request a reciprocal relationship, yet the quality of every component relies upon the economic situations. As the outcomes suggest, each kind of culture is unequivocally and emphatically influenced by the comparable sort of initiative. At the same time, the absence of coordination between the two components brings about a negative effect. This has a noteworthy significance in the evolving the board. New leadership styles can occupy authoritative congruity, and new social components may get deterrents for powerful administration of initiative. Before any administrative change should occur, the social kind should be inspected to uncover the cultural structure. Something else, change, obstruction, and gratings may happen.

GLOBE Research Identified Six Global Leadership Behaviors

- *Charismatic/Value-Based Leadership* reflects the ability to inspire, to motivate, and to expect high performance from others based on strongly held core values.
- *Team-Oriented Leadership* emphasises team building and a common purpose among team members.
- *Participative Leadership* reflects the degree to which leaders involve others in making and implementing decisions.

- *Humane-Oriented Leadership* emphasises being supportive, considerate, compassionate, and generous.
- *Autonomous Leadership* refers to independent and individualistic leadership, which includes being autonomous and unique.
- *Self-Protective Leadership* reflects behaviours that ensure the safety and security of the leader and the group.

Dimensions of Culture

Hall (1976) reported that a primary characteristic of cultures is the degree of focus—on the individual (individualistic) or the group (collectivistic). Trompenaars (1994) classified an organisation's culture into two dimensions:

- Egalitarian-hierarchical - the degree to which cultures exhibit shared power vs hierarchical power.
- Person-task orientation - the extent to which cultures emphasise human interaction vs focusing on tasks.

Moreover, House et al. 's (2004) research on the association between culture and leadership resulted in the *GLOBE research program,* which was initiated in 1991, and this program involved more than 160 investigators. They applied quantitative methods to study the responses of 17,000 managers in more than 950 organisations, 62 different cultures and developed a classification of cultural dimensions and identified nine cultural dimensions

Uncertainty Avoidance
- The extent to which a community, organisation, or group relies on established social norms, rituals, and procedures to avoid uncertainty
- The United States promotes entrepreneurship; Middle Eastern countries value careful business negotiations built on long-term trusted relationships

2- Power Distance
- The degree to which members of a group expect and agree that power should be shared unequally
- India caste system where everyone has his/her "rightful place"

Institutional Collectivism

- The degree to which an organisation or community encourages institutional or societal collective action

✠ North Korean Supreme Leader Kim Jong-II, who uses the military to oversee the development of cultural values of collective effort and non-material incentives

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

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. Extensive welfare system allows both sexes to balance work and family life

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

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 changing

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

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.

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

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 13.2). These attributes were universally endorsed as characteristics that facilitate outstanding leadership.

Table 13.2: Universally Desirable Leadership Attributes

<u>**POSITIVE LEADER ATTRIBUTES**</u>
Trustworthy
Foresight
Positive
Confidence builder
Intelligent
Win–win problem solver
Administrative skilled
Excellence oriented
Just
Plans ahead
Dynamic
Motivational
Decisive
Communicative
Coordinator
Honest
Encouraging
Motive arouser
Dependable
Effective bargainer
Informed
Team builder

Source: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: 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 13.3). 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.

Strengths

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. For this study, data were 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.

Table 13.3: Universally Undesirable Leadership Attributes

| **Negative Leader Attributes** |
| Loner |
| Irritable |
| Ruthless |
| |
| Asocial |
| Non-explicit |
| Dictatorial |
| Non-cooperative |
| Egocentric |

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

Second, the findings from GLOBE are valuable because they emerge from 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 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 the 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. 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 highlight 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 assemblage of examination on culture and leadership additionally has a few shortcomings. To begin with, despite the fact that the GLOBE research has brought about a huge number of discoveries about the impression of leadership in various societies, this exploration does not give an away from of suppositions and suggestions that can shape a solitary hypothesis about the manner in which culture identifies with leadership or impacts the leadership procedure.

Furthermore, the examination is limited in scope, concerns how analysts have named and characterised certain social measurements and initiative practices. For instance, it is difficult to comprehend what "power separation" signifies, nor what the significance of "self-defensive leadership" clears. Since the implications of these terms are to some degree

obscure, it is troublesome on occasion to decipher or completely understand the discoveries about culture and leadership.

Conclusion

The pattern towards globalisation has urged leaders to turn out to be progressively skilled and experienced in multifaceted mindfulness and practice.

Leaders need to get business, political, cultural and social conditions around the world, they have to become familiar with the points of view, tastes, patterns, and advancements of numerous different cultures, they should have the option to work all the while with individuals from numerous cultures, leaders must have the option to adjust to living and imparting in different cultures. Finally, they have to figure out how to identify with individuals from different cultures from a position of equity as opposed to cultural predominance.

Recommendations

- This paper is exploratory in nature and will be utilised as a beginning instrument for future experimental examination on this one of a kind. There is a requirement for additional exact examinations for expanded speculations.

- It is prudent to lead further research and contextual analyses concerning Arab and Middle Eastern cultural effect.

- Further research is basic for the making of a model that explores the degree where the connection among leadership and culture is influenced by (a) mechanical attributes, (for example, association's age and size and workers' training and residency), and (b) national culture's qualities (power separation, independence, manliness, vulnerability shirking, and long haul direction).

- The Hofstede Model of Cultural Dimensions can be of incredible use with regards to examining a nation's way of life. There is anyway one thing that ought to be thought about. The midpoints of a nation do not identify with people of that nation, and despite the fact that this model has demonstrated to be frequently right when applied to everyone, one must know that not all people or even locales with sub-societies fit into the form. It is to be utilised as a manual for understanding the distinction in culture between nations, not as law unchangeable.

REFERENCES

Alareeni, B. (2018). The impact of firm-specific characteristics on earnings management: Evidence from GCC countries. International Journal of Managerial and Financial Accounting, 10(2), 85-9. doi:10.1504/ijmfa.2018.091659

Alshaer, D.S., Hamdan, A., Razzaque, A. (2020). Social Media Enhances Consumer Behaviour during e-Transactions: An Empirical Evidence from Bahrain. Journal of Information and Knowledge Management. Vol. 19, No. 1, Pp. 2040012.

Antonios, K. & Dimitris, V. (2015). on the relation between organizational culture and leadership: An empirical analysis. Cogent Business & Management. 2: 1055953.

Areiqat, A. Y. & Bayan, N. (2016). The role of employee's empowerment strategy in improving organization's effectiveness. A case study of Coca-Cola Bottling Company in Jordan. Dirasat: Human and Social Sciences. Vol.43, No.2. 107-109.

Areiqat, A. Y. & Mousa, M. (2018). Knowledge management and intellectual capital role in achieving creativity for teaching staff members at jordanian universities. International Journal of Business and Management. Vol. 13 No.15. 114-119.

Areiqat, A. Y. (2009). Corporate governance and its role in promoting investors trust. Affairs, The Sociological Association and the American University of Sharjah.Vol. 102. Pp. 178-185.

Xenikou, A., & Simosi, M. (2006). Organizational culture and transformational leadership as predictors of business unit performance. Journal of Managerial Psychology, 21(6), 566-579.

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. Annual review of psychology, 60, 421-449.

Buallay, A., Cummings, R. and Hamdan, A. (2019). "Intellectual capital efficiency and bank's performance: A comparative study after the global financial crisis", Pacific Accounting Review, Vol. 31 No. 4, pp. 672-694.

Buallay, A.M., Hamdan, A.M.M., Zureigat, Q. and Al Dhaen, E.S. (2019). Does voluntary disclosures contributed to the intellectual capital efficiency? International Journal Learning and Intellectual Capital, Vol. 16, No. 2, pp.145–179.

Edgar H. S. Peter, S. (2016). Organizational culture and leadership. Fifth Edition, Wiley Publisher.

Emmanuel O. & Lloyd C. H. (2000). Leadership style, organizational culture and performance: empirical evidence from U.K. Companies. August, the International Journal of Human Resource Management. 11(4). 132-136.

Evangelos, D. (2004). A cross-cultural comparison of organizational culture: Evidence from universities in the Arab world and Japan. Cross Cultural Management an International Journal. 11(1):15-34.

Geert, H. &Michael, H. . (1988). The confucius connection: From cultural roots to economic growth. Organizational Dynamics,Volume 16, Issue 4, Spring, PP: 5-21.

Hamdan, A. (2018). "Board interlocking and firm performance: the role of foreign ownership". International Journal of Managerial Finance, Vol. 14, No. 3, pp. 266-281.

Hamdan, A. (2020). Audit committee characteristics and earnings conservatism in banking sector: Empirical study from GCC. Afro-Asian Journal of Finance and Accounting, 10(1), 1-23.

Hamdan, A. M., Buallay, A. M., Alareeni, B. A. (2017). The moderating role of corporate governance on the relationship between intellectual capital efficiency and firm's performance: Evidence from Saudi Arabia. International Journal of Learning and Intellectual Capital, 14(4), 295. doi:10.1504/ijlic.2017.087377.

Kevin Avruch, Peter W. Black, and Joseph A. Scimecca&Keith F. Otterbein. (1993). General/Theoretical Anthropology: Conflict Resolution: Cross-Cultural Perspectives. Volume95, Issue1, March 1993, PP: 179-180.

Kwok Leung &Michael Harris Bond. (2004). Social Axioms: A Model for Social Beliefs in Multicultural Perspective. Advances in Experimental Social Psychology. Volume 36, PP: 119-197.

Kwok Leung, Michael Harris Bond & Sharon Reimel de Carrasquel. (2002). Social Axioms. Journal of Cross-Cultural Psychology 33(3):286-302.

Kwok Leung, Peter B. Smith, Zhongming Wang & Haifa Sun. (1996). Job Satisfaction in Joint Venture Hotels in China: An Organizational Justice Analysis. Journal of International Business Studies. Volume 27, Issue 5, PP: 947–962.

Mary Uhl-Bien, Russ Marion & Bill McKelvey. (2007). Complexity leadership theory: shifting leadership from the industrial age to the knowledge era. leadership institute. leadership institute faculty publications. Leadership Quarterly 18:4 (August 2007), pp. 298-31

Richard O. (2008). Complexity leadership: Conceptual foundations, edited by Mary Uhl-Bien and russ marion. Charlotte, NC: Information Age Publishing. Academy of Management Review. Vol. 33, No. 4.100-110.

Saberi, M., and Hamdan, A. (2019). "The moderating role of governmental support in the relationship between entrepreneurship and economic growth: A study on the GCC countries", Journal of Entrepreneurship in Emerging Economies, Vol. 11, No. 2, pp. 200-216

Shalini Krishnan. (2018). Book Review: Cristina B. Gibson and Susan G. Cohen, virtual teams that work: Creating conditions for virtual team effectiveness. First Published December 1, 2018. Article available in: Vol 22, Issue 4, 107-113..

Strategic Management Journal, Volume 21, Issue 4, PP: 429-523, April.

Tim, K. (2014). Culture and leadership: They are simply two sides of the same coin, and7 culture insights for positive change and 3 reasons change fails. (2018). Talent Management & HR. 12, 58, 117-126.

Vipin, G. & Robert, J. H. (2004). Understanding leadership in diverse cultures: Implications of project GLOBE for leading international ventures. World Scientific Book Chapters, in: Leading In High Growth Asia Managing Relationship for Teamwork and Change, chapter 2, PP: 13-54 World Scientific Publishing Co. Pte. Ltd.

Xiumei, S. &Jinying, W. (2011). Interpreting hofstede model and GLOBE model: Which way to go for cross-cultural research? International Journal of Business and Management . Vol. 6, No. 5. 117-123. www.ccsenet.org/ijbm

Zeynep, A. Michele, J. G. (2004). Future research questions in cross-cultural organizational psychology.february 2007. Annual Review of Psychology 58(1):479-514.