

The Impact of Charismatic Leadership on Individual Work Performance and the Moderating Role of Cultural Diversity; An Analytical Study at the Kerbala Oil Refinery in Iraq

Hussein Hurajah Al Hasnawi^a, Ali Abdulhassan Abbas^b, ^aUniversity of Kerbala / College of Administration and Economics / Business Administration Department. Iraq/Kerbala, ^bUniversity of Kerbala / College of Administration and Economics / Department of Accounting. Iraq/Kerbala, Email: husein.alhasnawi@uokerbala.edu.iq, Fuhrer313@gmail.com,ali.abd.alhassan@uokerbala.edu.iq

The research aims to enhance employee understanding about the nature of the Moderating effect of cultural diversity in the relationship between charismatic leadership and individual work performance, and examine the direct relationship between both charismatic leadership and cultural diversity with individual work performance at the level of a sample of culturally diverse engineers and technicians who numbered (444) in a refinery Kerbala oil in Iraq. The results have proven support for the hypotheses that the individual work performance is positively affected by each of the charismatic qualities that the leader possesses and deals with as daily behavior in his career, and the results have proven that the cultural diversity of employees has a positive impact on their individual performance, in addition to that, cultural diversity has a Moderating impact. The nature of the relationship between charismatic leadership and individual work performance thus contributes to enhancing the importance of the charismatic qualities that the leader holds and the possibility of relying on them to enhance the performance results in terms of organisational commitment, job satisfaction, and good citizenship behavior. In addition to this, is the importance of adapting the cultural diversity of the employees in terms of the values, habits, beliefs, and norms they believe in in order to achieve a better understanding and harmony in the work, and achieve the required performance results, and the

research has concluded many important results that have a significant future effect and direction regarding the nature of the relationship between the variables.

Key words: *Charismatic Leadership, Cultural Diversity, Individual Work Performance.*

Introduction

The variable of leadership is an essential tool of administration; since it, when used in the right way, reinforces cooperation and communication among employees, spreads a culture of creativity and a desire to work, improves the organisational environment, and up-level performance (Kozak and Uca, 2008). Leaders provide guidance and important guidelines supporting employees and motivating them to accomplish their tasks with efficiency and integrity, to exert all necessary efforts to achieve the targets, to introduce suggestions and solutions to problems, and to participate in the process of decision making (Kara et al., 2013). When leaders have charismatic attributes, they will affect the performance of employees positively and this will be demonstrated in their overall behaviour when conducting the tasks assigned to them (Sacavém et al., 2017). A charismatic leader depends on flexible behavior and personal interaction with his followers to motivate them and provide them with essential information. Followers prefer depending on the values of the charismatic leader as it motivates them mentally and intellectually in addition to increasing the sense of trust and enthusiasm among them (Banks et al., 2017). Moreover, charismatic leadership enjoys a powerful futuristic insight which seeks to convince others to believe in it. Thus, a charismatic leader captures the attention of his followers' hearts and minds due to his effective ability to use expressions and his other persuasive skills which have a great impact on the behavioural and psychological attributes of his followers as well as their skills and performance (Horn et al., 2015; Hatherell & Welsh, 2017).

In addition to that, a charismatic leader uses certain practices to make his leadership style unique and distinguished from other leadership styles. This includes setting models of new roles and beliefs for followers to apply. The charismatic leader also supports participation in setting organisational ideologies with an ethical perspective and founding the concepts of strength and mutual respect among followers (Nisbett & Walmsley, 2016; Shao et al., 2017). He, in turn, urges leaders to accept diversity through their capability of influencing other individuals from different nationalities. The charismatic leader then directs this social diversity and various age groups for the greater good of the organisation to achieve positive results (Seong & Hong, 2018). Hence, we see the importance of cultural diversity inside the organisation, which may be in language, religion, customs, traditions, and conventions held by each individual in the organisation (Ali, 2017). Many studies have proven the importance

of cultural diversity in increasing economic development as well as interdependence and positive interaction among individuals in addition to cooperation, information sharing and bringing different perspectives together to improve the performance of teams or individual workers (Alzoman, 2012).

Literature Review

Charismatic Leadership

This term was used to refer to the type of authority associated with the personality of the leader and his personal talents, i.e. the leader's possession of unusual qualities and behaviours, and he is admired, trusted and respected by others, so is considered a leader of them (Findikli & Yozget, 2017). The charismatic leader has a great role in the increase of innovation, the rate of cooperation among individuals, the efficiency of communication and information transfer in a high quality and the increase of the levels of self-confidence at workers, administrative participation, mutual confidence, sympathy among workers, integrity of work, social responsibility and achieving pro-activism, directing the organisation towards the achievement of knowledge and openness toward experiences (Ponsombut et al., 2014 ; De Hoogh et al., 2005). In the same context (De Vries et al., 2011) sees it leads to the increase of the levels of comfort and satisfaction among individuals, cohesion between groups and achieving close relations among the leader and subordinates. (Boerner et al., 2008) sees it is a social effect process as one person or more would affect one subordinate or more through showing the things to be done and availing tools and motifs to achieve specific goals. (Cavalli, 1998 ; Grabo et al., 2017) asserted that there is completely admits the successful charismatic leadership that leads to loyalty and complete availability from the side of its subordinates especially the persons that invited to be sharing it. (Dionne et al., 2012 ; Fiol et al., 1999) added that the charismatic leadership includes the formation of a strategic creative vision through having an untraditional behaviour considering the personal risks and showing vulnerability towards the needs of the subordinates, the environmental restrictions and threats while being able to succeed in the social change efficiently. (Van de Vliert, 2006) added that charismatic leadership expresses an attractive vision and reaches to the expectations of the high goals, the method through which goals could be achieved and the tendency towards a high level of relations regarding the impressions management, identity building with the group and its confidence in the group members regardless of their cultures and belonging.

Cultural Diversity

The subject of cultural diversity is of great importance at the level of business organisations that shall begin the change procedures on education and training programs to meet the needs of a culturally diverse community of workers. Frequently, managers often are not aware or

are not prepared for cultural differences, especially if there are different minorities, leading to conflict and increasing barriers among workers due to differences in ethnic identity or social and economic status (Dogra & Verwij, 2017 ; Brown, 2004 ; Larke, 1990). It was concluded (Halik & Verweij, 2017) that to develop solutions to all problems in a culturally diverse society or organisation, there should be a collection of information and views on possible solutions from all individuals with diverse cultures and taking multiple perspectives to provide a solid foundation for developing possible, successful and desirable solutions from all parties, because individuals differ in their justification for social, economic and environmental issues because of cultural differences. (Garcia-Cano Torrico et al., 2018) argues that one of the inevitable barriers in globalisation is cultural diversity. It represents the critical challenge in developing a social climate if cultural diversity is respected. It is a resource and not a burden on organisations. (Koplyay et al., 2016) believes that the success of any business in the market depends on the company's interest in and use of cultural diversity in decision-making, and that the misunderstanding of different cultural backgrounds can lead to the collapse of the potential partnership for the inability to resolve the disputes paid with momentum from stakeholders.

(Caglar, 2007), emphasised that cultural diversity contributes to an increase of competitive advantage in the global economy. Therefore, developed countries seek to mobilise individuals with efficiencies of human resources and cultural diversity from different countries to form a diverse race by integrating immigrants with urban life and access to cultural tangled textiles that can face the challenges and overcome the racist tendency that is an obstacle to integration and development. In his study, (Akdede et al., 2008) concluded that governments are not interested in cultural diversity, this will be reflected in the loss of political stability and increases in violence, which will be reflected in the low performance of organisations and the emergence of armed conflicts among various cultures in the country. (Blum et al., 2003) defined cultural diversity as the ways people learn to respond to life problems, because human groups differ in the way they structure their behaviour according to their view of lifestyles and rhythms. It is a combination of people's identity, beliefs, values and behaviour. Culture has a broader meaning and is more rigorous than other classifications. It is a set of differences between groups existing among people with unique cultural backgrounds. (Castro, 2010), found that the current generations since 1985 are more receptive to cultural diversity and advocate issues of social justice and civic participation than in previous generations, thanks to the Internet, interdependence, globalisation and demographic diversity, that have contributed to the acceptance and appreciation of cultural diversity. (Carter, 2006) added that cultural diversity encourages reflection on ethical conditions and our vision for the future and brings globalisation to an appreciation of cultural diversity.

Building and Development of Hypotheses

Charismatic leaders enjoy great powers of impact, authority, and ability to manoeuvre as well as their ability to handle any deficiency that would motivate change through forming a new strategic vision, emphasising social identity, enforcing performance, increasing trust, and empowering followers and encouraging them to work while lessening disputes and ambiguity (Babcock-Roberson & Strickland, 2010). Charismatic leaders inspire their followers to achieve mysterious goals for a lively future. Directing charismatic attributes of leaders leads to sensitive experiments, emotional reactions, and positive instances unforgettable to followers which ensures the continuity of social change and maximising performance (Seyranian & Bligh, 2008). Moreover, the quality of the charismatic leader's ability enables him to acquire the votes of his followers to win the leadership position while affecting all sectors of society. He also has an extraordinary ability to solve difficult problems unsolvable by current laws. He can pass through all organisational barriers which prevent connection with his subordinates and motivate them to carry out their tasks and achieve high performance (Waldman et al, 2004; Sosik, 2005; Waldman & Javidan, 2009).

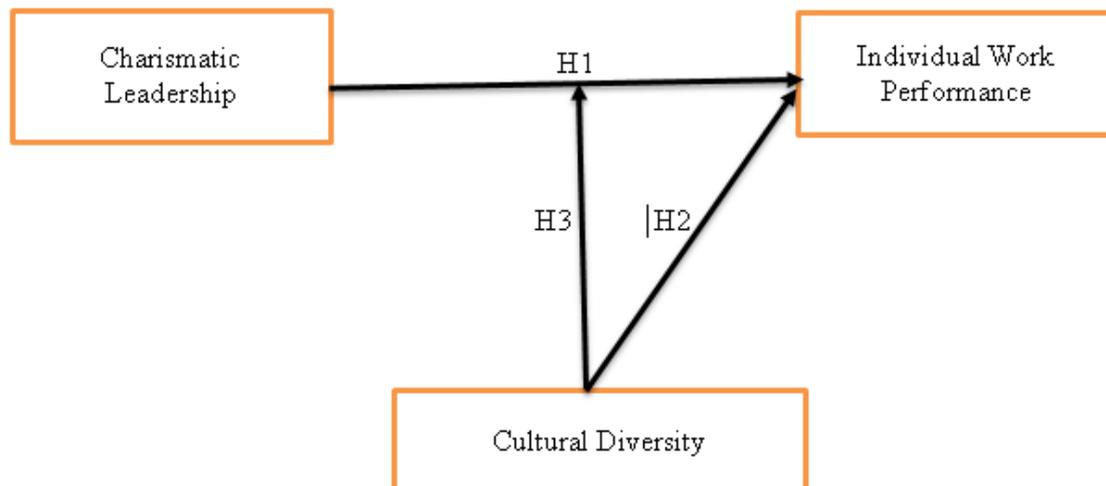
On the level of teams, cultural diversity may be two-edged. We find that some teams enjoy different levels of cultural diversity that are coherent and with high levels of creativity. On the other hand, we find that other teams lack coherence and enjoy low levels of job satisfaction, with increasing pressure, absenteeism, communication difficulties, and a low level of organisational commitment. This requires the presence of leaders who enjoy high levels of impact capable of managing organisations with diversified cultures to overcome the negative aspects of work and up level loyalty and organisational commitment as well as total performance of all the different diversified cultures in the organisation (Mutegi, 2016). It is also evident that profitability, production, productivity, or services are influenced greatly by the individual work performance. Uniting the cultural differences and work habits will help with learning the new tasks, techniques, and measures in addition to achieving production stability and adaptability with work colleagues, cultures, and the surrounding different physical territories which in turn helps increase the employee's performance, whether task performance and/ or contextual performance that is positively related to the organisation's productivity (Koopmans et al., d 2014).

On this basis, the research's hypotheses may be formulated as follows:

- **Hypothesis (1):** Charismatic leadership is positively related to the individual work performance.
- **Hypothesis (2):** Cultural diversity is positively related to individual work performance.
- **Hypothesis (3):** Cultural diversity moderates the relationship between Charismatic leadership and individual work performance.

Figure (1) illustrates the conceptual model of the research.

Figure 1. The conceptual model of the research



Method

Sample and Procedure

Our data has been assembled from the Oil Refinery in the holy governorate of Karbala in Iraq, because it contains a large number of foreign workers from different nationalities (Korea, China, Pakistan, Bangladesh, and India) in addition to Iraqi workers. We have contacted the senior managers in the top management to ask for permission to participate in the study. After permission was granted, all sample members were assured that the information collected shall be confidential. The poll was made by distributing a questionnaire in the location of the refiner drawn in the Arabic language for Iraqi workers and in the English language for foreign workers.

Questionnaire items were illustrated and its scientific content was explained and all inquiries about how to answer the different paragraphs were answered. 500 copies of the questionnaire were distributed to participants, 444 out of them were valid for statistical analysis (Korea = 93, China = 72, Pakistan = 51, Bangladesh = 39, India = 33, Iraq = 156) i.e. with a recovery rate of (88.8%) and all invalid, incomplete, or wrongly answered questionnaires were discarded. Out of the total sample, (81%) were males and (19%) were females. The ages of the respondents ranged from (20) to (57) years, the largest portion of them which is (52%) were between (30-40) years. As for the nature of the activity they performed, (39%) were administrators and the remaining (61%) were technicians with different addresses and job

qualifications. More than 84% of the respondents were married. (72%) of the sample completed their university study and the rest had lower degrees.

Measures

Charismatic Leadership: This variable has been measured based on the measure of (Conger & Kanungo, 1994; Conger & Kanungo, 1998), which includes six main dimensions which are: vision and expression (6 items), environment sensitivity (7 items), unconventional behaviour (3 items), personal risks (4 items) sensitivity to members' needs (3 items), and does not maintain the current situation (2 items). A sample of the items is as follows: (The ability to effectively motivate through expressions about the importance of organisation members' actions, recognising the easiness of the constraints in the physical environment (technological constraints, lack of resources, and so on) which might stand in the way of achieving organisational goals, participating in unconventional behaviour in order to achieve organisational goals, and shows sensitivity to the needs and feelings of other members in the organisation).

Cultural Diversity: We used the measure of (Hofstede et al., 2010; Hofstede, 2011) in measuring the cultural diversity among individuals. It includes five dimensions which are: power distance (5 items), avoid ambiguity (5 items), the masculinity (5 items), collective (4 items), and orientation toward the future (4 items). A sample of the items is as follows: (Employees must not object to the decisions of the managers, managers expect their employees to strictly comply with the tasks and guidelines, employees seek to achieve their objectives after achieving harmony with the group).

Individual Work Performance: This variable was measured based on the measure of (Tria & Rahmat, 2018). It includes three dimensions which are: task performance (5 items), contextual performance (8 items), counterproductive work performance (5 items). A sample of the items is as follows: (I can plan my work until I finish it on time, according to my initiatives, I start new tasks when I finish the old ones, I complained about the simple tasks related to work on work level).

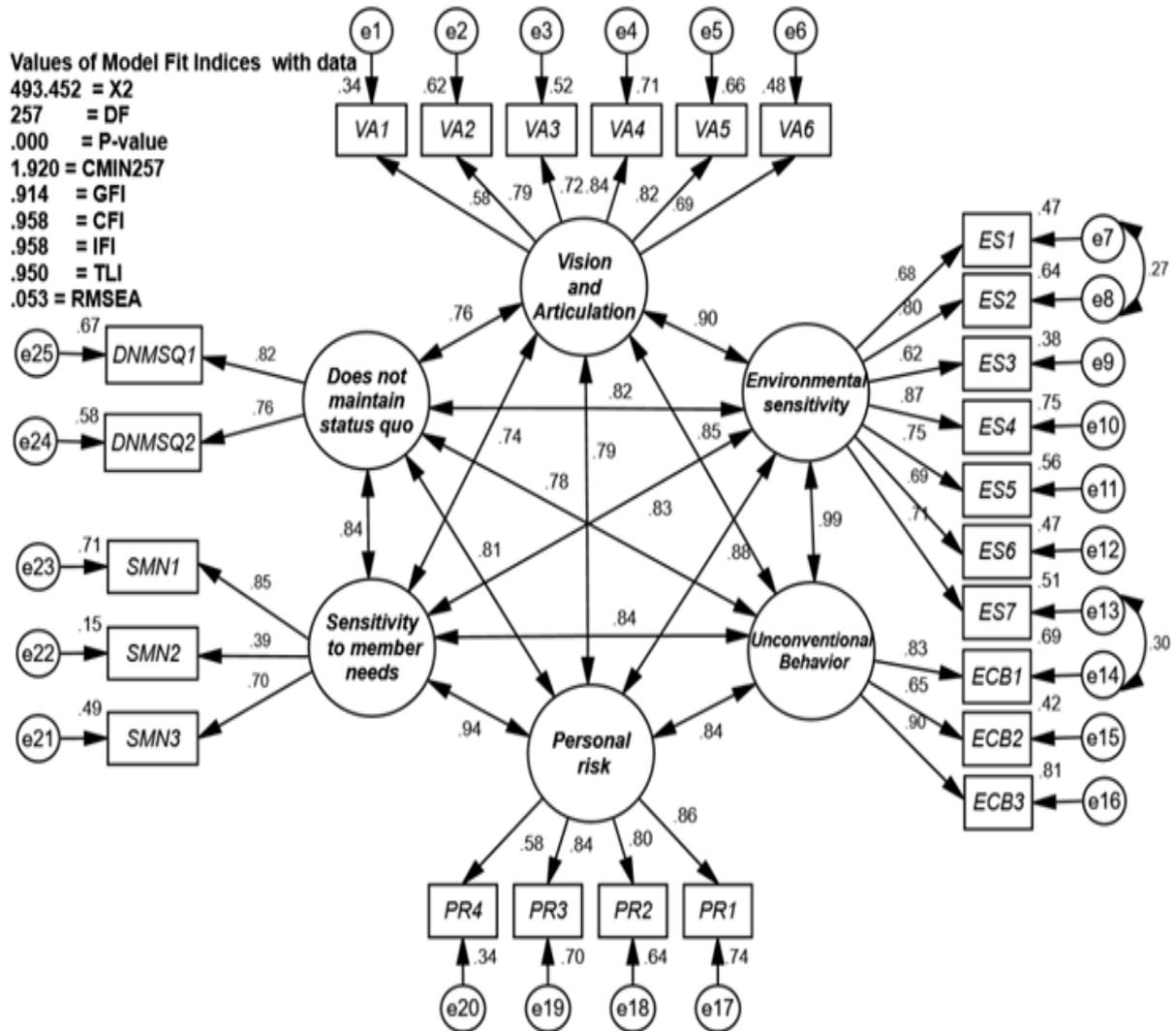
In all the measures, the fifth (Likert) gradient was used, which ranges from the phrase strongly disagree with, which was given a weight of (1), to the phrase strongly agree, which was given a weight of (5), except in the dimension of counterproductive work behaviour in the individual work performance, in which the measure points were reversed because its items were inverse.

Confirmatory Factor Analysis (CFA)

In order to ensure the structural validity of the research measures, the researchers used the Confirmatory Factor Analysis (CFA), as this test enables ensuring the harmony of the theoretical structure upon which the scale was founded along with the answers of the sample (Albright & Park, 2009). The method of estimating the maximum possibilities in the AMOS program was used because its means are almost unbiased, consistent, and effective (Arbuckle & Wothke, 1999; Raju, Laffitte, & Byrne, 20002), based on the indices of model fit which determine the extent of the measure conformity with the field reality included in the answers of the sample (Byrne, 2010; Schumacker & Lomax, 2010; Holtzman & Sailesh, 2011).

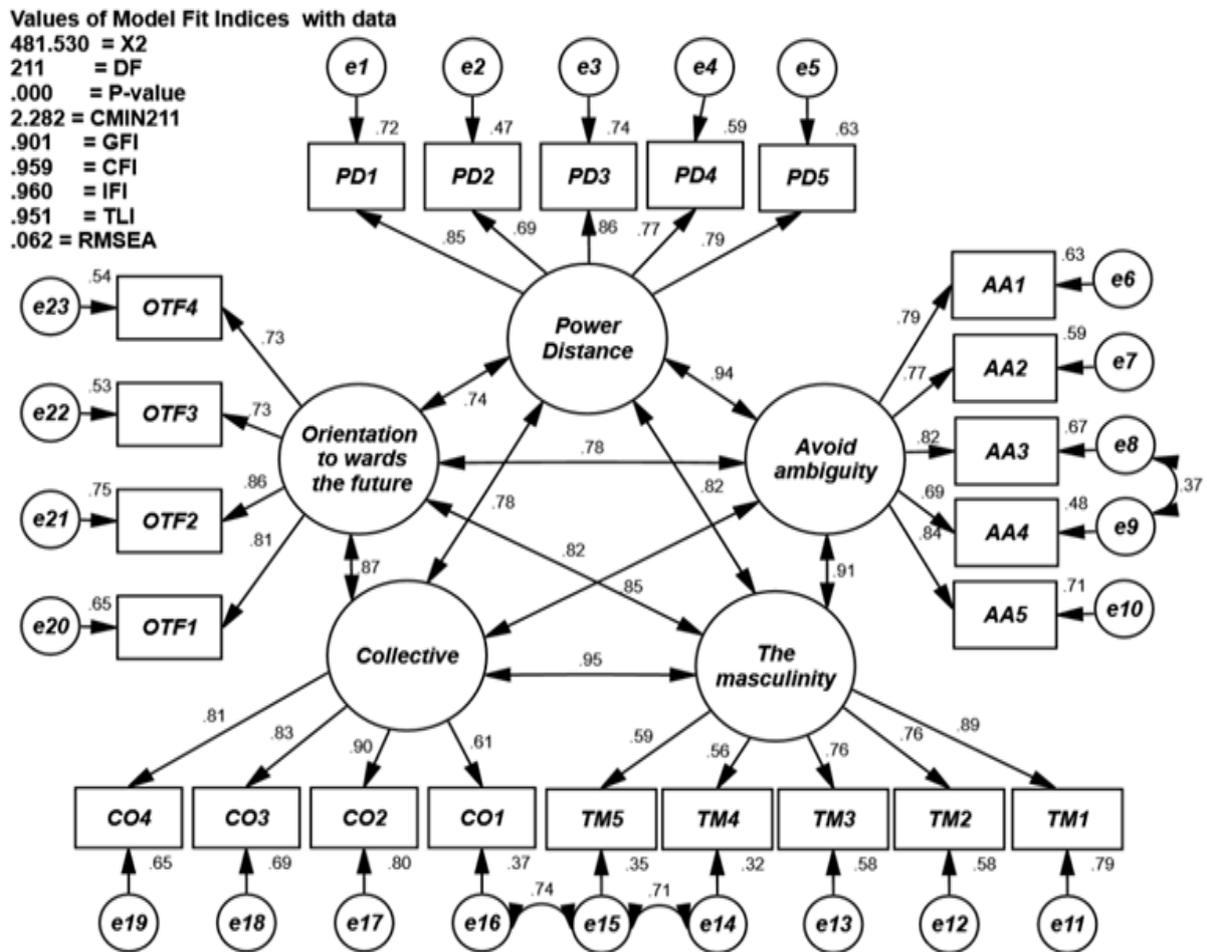
Upon performing (CFA) Analysis for charismatic leadership, it was evident that the parameter estimates were accepted and all of it constituted significant ratios. The structural model achieved a high degree of fit because the fit indices were within the accepted range ($\chi^2=493.452$, GFI=.914, CFI=.958, IFI=.958, TLI=.950, RMSEA=.053) as illustrated in Figure (2).

Figure 2. Confirmatory Factor Analysis of the Charismatic Leadership



The (CFA) analysis of cultural diversity shows that the parameter estimates were all accepted and all are significant ratios. The structural model achieved a high degree of fit because the model fit indices were all accepted ($\chi^2=481.530$, GFI=.901, CFI=.959, IFI=.960, TLI=.951, RMSEA=.062) as demonstrated in Figure (3).

Figure 3. Confirmatory Factor Analysis of the Cultural Diversity



Whereas, when (CFA) analysis of the individual work behavior was performed, the parameter estimates were shown to be all accepted and they all were significant ratios. The structural model achieved a high level of fit because the indices of model fit were all accepted ($\chi^2=333.027$, GFI=.903, CFI=.957, IFI=.957, TLI=.950, RMSEA=.068) as illustrated in Figure (4).

Figure 4. Confirmatory Factor Analysis of the Individual Work Performance

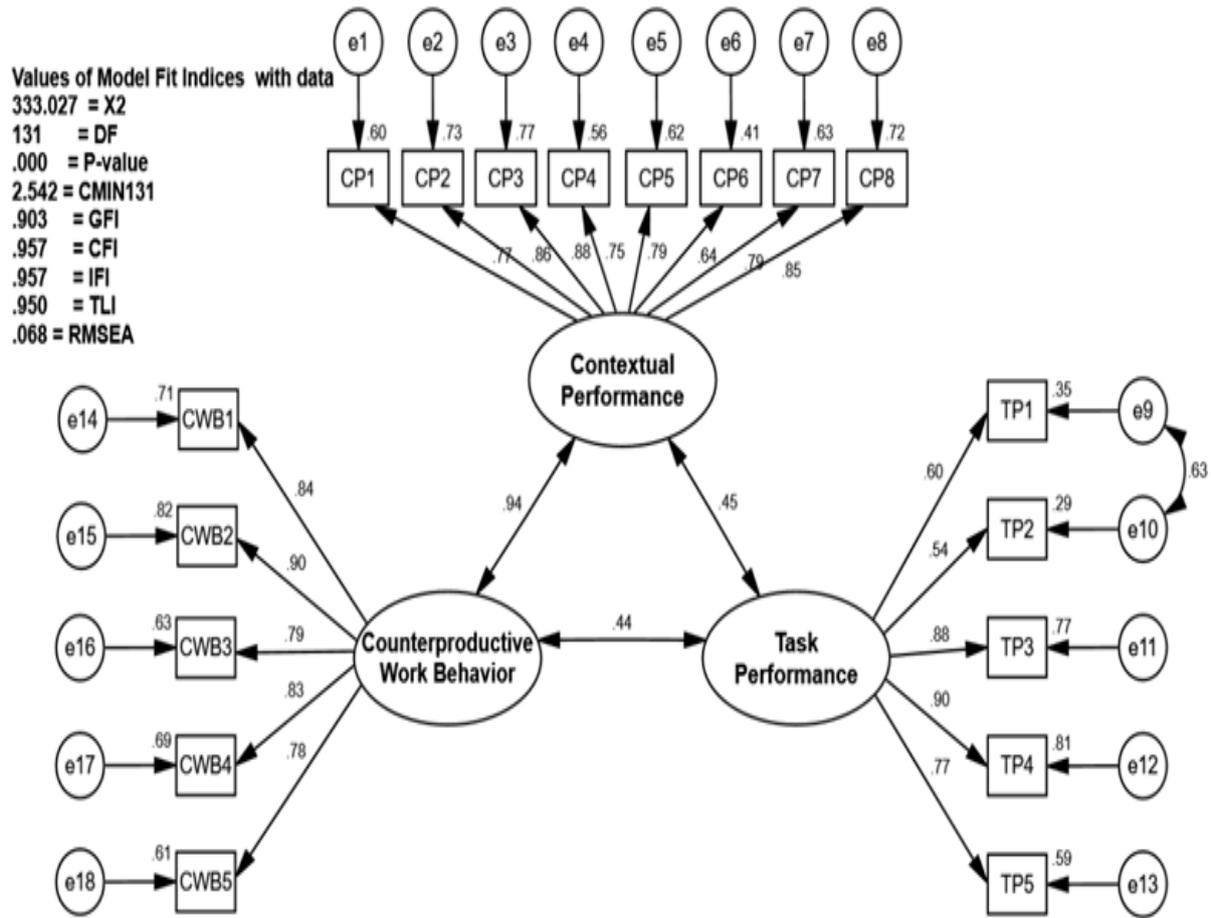


Table (1) demonstrates the stability coefficient, mean, standard deviation, and correlation coefficient between variables.

Table 1: Cronbach's Alpha, Descriptive statistics, and correlation coefficient

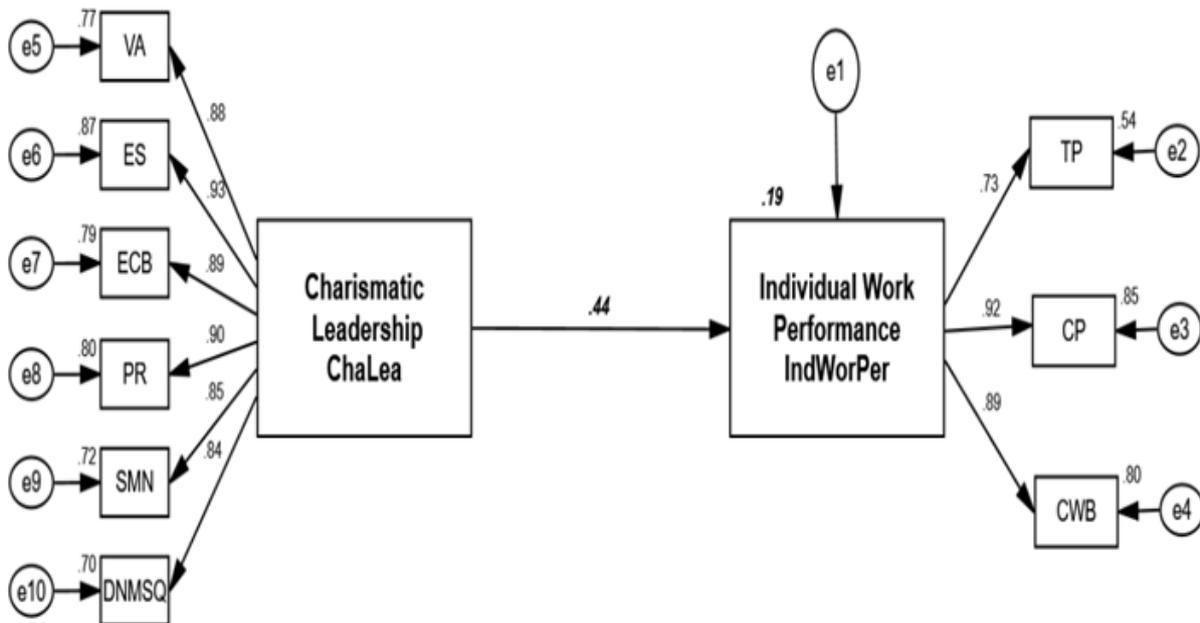
Variables	α	M	SD	1	2	3
1.Charismatic Leadership	.965	3.27	.807	1		
2.Cultural Diversity	.954	3.30	.825	.564**	1	
3.Individual Work Performance	.947	3.41	.824	.436**	.757**	1

**Correlation is Significant at the .01 level, N=444.

Testing Hypothesis

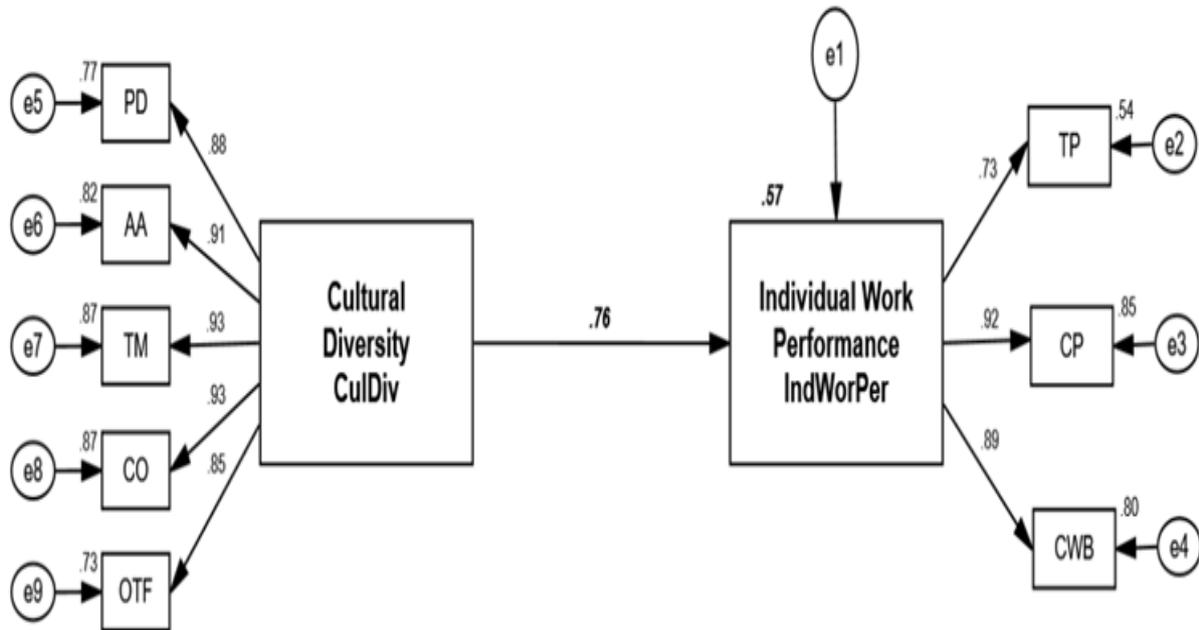
The hypothesis of the research has been tested based on the structural equation modelling to test the hypothesis of direct impact and moderating analysis to test the hypothesis of interactive impact, as Figure (5) demonstrates, the output results of the structural equation modelling to test the tracks of the charismatic leadership impact on individual work performance on the level of the oil refinery which is the sample of the study. It is evident that the value of the parameter estimation reached (.44) which is a significant value. It is also evident that the value of the determination coefficient reached ($R^2=.19$) meaning that this ratio represents the total change in the dimensions of individual work performance (task performance, contextual performance, counter work performance) is due to the change in the charismatic behaviours of the leaders.

Figure 5. The structural model for testing the first hypothesis



Whereas, Figure (6) illustrates the output results of the structural equation modelling to test tracks of cultural diversity impact on individual work performance on the level of the oil refinery which is the sample of the study. It is evident that the value of the parameter estimation reached (.76) which is a significant value. It is also illustrated that the value of the determination coefficient reached ($R^2=.57$) meaning that this ratio represents the total change in the dimensions of the individual work performance (task performance, contextual performance, counter work performance) is due to the increase in the cultural diversity.

Figure 6. The structural model for testing the second hypothesis



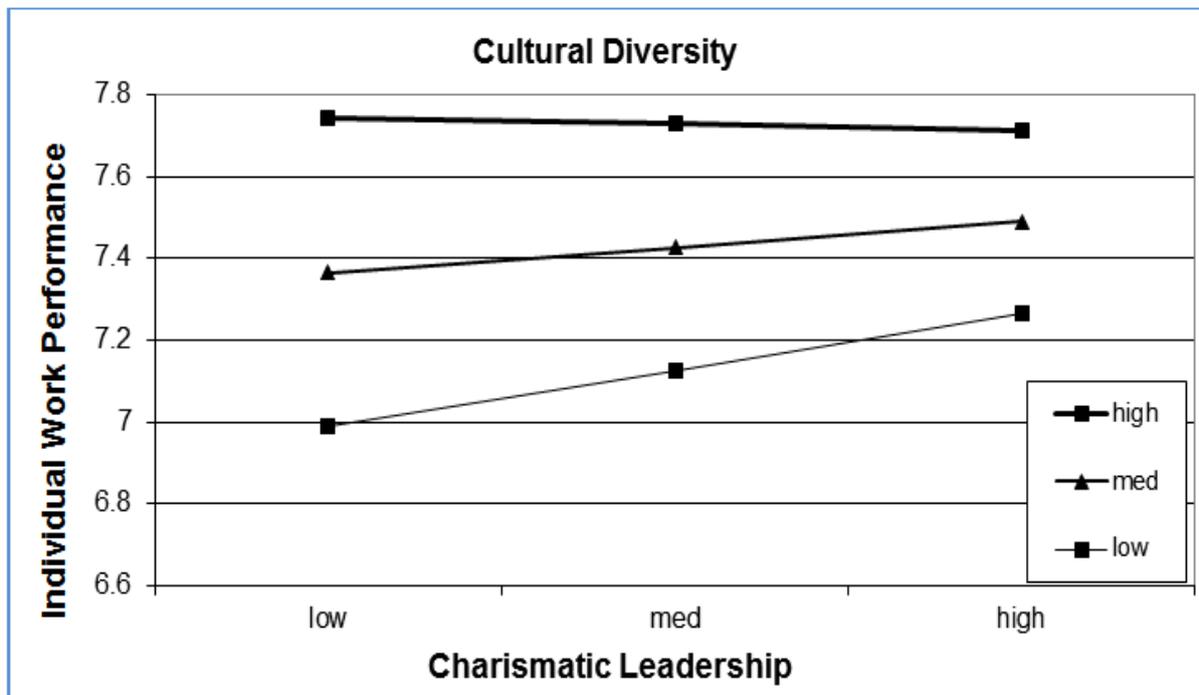
The table (2) demonstrates the parameters of the Hierarchical multiple regression analysis of testing the third hypothesis of determining the moderating role of cultural diversity in the relation between charismatic leadership and individual work performance. The first model represents the regression model, which includes the impact of only two variables, namely charismatic leadership and cultural diversity on the individual work performance. While the second model defines the regression model which includes the presence of the interaction variable between charismatic leadership and cultural diversity in addition to the variables of the first model.

Table 2: Parameters of the Hierarchical multiple regression model for third hypothesis test

Model		Regression Weights		t	P-Value	R ²	Change of R ²	F
		Standard	Unstandard					
First	Charismatic Leadership	.014	.011	.315	.753	.573	--	221.64
	Cultural Diversity	.749	.617	17.210	.000			
Second	Charismatic Leadership	.553	.456	5.131	.000	.608	.035	170.29
	Cultural Diversity	.898	.740	17.970	.000			
	Interaction Variable CL × CD	.662	.115	5.427	.000			

Through the value (R^2) in Table (2), we understand that the ability to explain the first regression model has reached (.573) and for the second regression model has reached (.608) which indicates that there is a positive variance between the two models in the (R^2) value of (.035). This variance resulted from the addition of the interaction variable as a third variable in the second regression model. By following the parameters of the second regression variable, we understand that the model is significant because the calculated (F) value reached (170.29), which is a significant value. As for the interaction variable's role in the model, it is represented in the value of the non-standard regression coefficient which reached (.115) and is a significant value because the calculated (t) value reached (5.427) and is a significant value. By applying the equation of impact size (f^2), we see that the level of impact introduced by the interaction of the cultural diversity with the charismatic leadership on the individual work performance has reached (.081) according to the view of (Selya et al., 2012). Figure (7) illustrates the chart of the interaction relationship between the variables, which shows the three levels of cultural diversity (low, medium, high) and how they moderate the relation between charismatic leadership and individual work performance.

Figure 7. The Moderation effect of Cultural Diversity in Relation Between Charismatic Leadership and Individual Work Performance



Discussion

The results of the hypothesis test showed that the dimensions of charismatic leadership greatly impact the individual work performance, whether on the level of the task or

contextual performance and all that surrounds the work the employee performs and lessens the appearance of counter sides of performance. This relationship is enforced in the light of considering the level of the cultural diversity, especially if it was based on solid foundations and coherent ties between the culturally diversified employees. Here it is demonstrated that charismatic attributes of leaders play an essential role correctly defining the needs, values, resources, and expectations of the employees, which positively impacts on adopting behaviours of integrity, honesty, and devotion to work in addition to motivating the exertion of efforts and dedication in carrying out assigned duties. All this contributes to creating a positive organisational environment that encourages creativity and innovation. This agrees with the view of (Conger & Kanungo, 1998; Dehoogh et al., 2004; Wilderom, 2012) who emphasised the impact of charismatic leaders on employees because they see that those leaders enjoy a strong and effective vision and have attractive visions and the ability to enforce and direct the behaviour of groups towards increasing their performance in addition to making individuals more harmonious and confident during working, which in turn increases the effective performance of the individual.

The test based on hypothesis also showed that the behaviours of task and context demonstrated by employees in the workplace are affected by the nature of the diversity in their cultural backgrounds, which in turn emphasise their major role in proposing new, different ideas through mutual cooperation in order to solve problems, work in the spirit of the group, social initiation, emotional stability, and the strength of the relations on the level of individuals and the level of teams, in addition to achieving high levels of efficiency while keeping all cultural identities inside the organisation. This is coherent with what (Ramburuth & Welch, 2005; Civitillo et al. 2018) has pointed out; that cultural diversity provides individuals with experience in how to deal with cultural differences and accept it in the workplace in order to create a positive organisational environment which contributes to increasing the organisational performance and motivating positive feelings among employees. It follows that cultural diversity is considered a motivating factor, an inspirational source, a motivator of sharing and interacting with values, interests, and goals in order to create a successful work environment, because it is one of the best means to develop individual capabilities of employees, especially when experienced, diversified individuals agree on the cultural attributes which help them improve the level of individual and collective performances alike. This somehow agrees with the view of (Fagan, 2018), who asserted the importance of effective administration of cultural diversity in order to direct it in the right direction and ensure its positive results and its role in dealing with work problems. It also asserts that there is justice, equality, and respect for the diversified cultures in order to reach harmony inside the organisation and increase commitment and organisational performance.

The results have also shown the moderating role of cultural diversity in the relation between charismatic behaviours used by leaders in interacting, in terms of strong vision, expression, ability to be sensitive to the environment, practicing new behaviours, taking risks, and enduring dangers and individual work performance in terms of enforcing task performance, contextual performance, and lessening counterproductive work behaviour, which enforces the fundamental fact that cultural diversity of individuals, in terms of interpreting situations, analysing different inputs, moving toward the future, diversification of points of view in terms of social type shall enforce a positive relation between charismatic leadership and individual work performance. This agrees with the view of (Pagani et al. 2011), who discussed the importance of the presence of culturally diversified individuals as an essential aspect of the humanistic experience in the organisation and the development of cultural identity, which is formulated once cultural diversity has been accepted or rejected, which starts from the leadership's interest in enforcing understanding and tolerance among culturally diversified individuals in order to achieve harmony and up-level performance in work. It supports the attitude of (Soutphommasane, 2017) about the necessity for organisations' leaders to have a group of mental and cognitive capabilities in order to deal with cultural diversity and encourage change and cultural variety in the administration levels due to its clear positive impact on the work performance of diversified individuals.

Conclusions

The results have proven that charismatic leadership behaviours are related realistically with the field ground due to its real impact on improving the daily behaviour of leaders. Its strengths and positive aspects are demonstrated through actual interactions between the leader and his followers especially if they are culturally diversified. This variety in most business organisations adds to the challenges a leader faces, in which he must depend on the power of his personality and his wide visions, interpretations of situations, and sensitivity to the behaviours of diversified individuals in order to benefit from the diversity and variety of cultural factors carried by the followers to improve the level of awareness and understanding of the requirements of their assigned tasks and the contextual requirements, as well as lessening counter behaviours which may arise from time to time. Cultural diversity is also one of the most important variables which experiments proved to play a role in improving the performance of employees; enforcing their commitment to work, their interaction with colleagues, their cooperation, and their participation in fulfilling duties; and strengthening the social relationships between members of the group. Thus, the presence of culturally diversified individuals has become a real necessity that must be dealt with by adapting this diversity of expressing opinions, providing solutions to problems, and handling cases of behavioural and psychological congestion which employees may suffer from and may affect their performances negatively sometimes.

This study contributes to deepening the understanding of the relationship between charismatic leadership and individual work performance, particularly the fact that charismatic leadership positively affects the improvement of task performance and contextual performance achieved by employees at work. From this, we may conclude that charismatic leadership is attractive to employees in adopting positive performance because it exercises a powerful impact on supporting the employee's loyalty, organisational commitment, and job satisfaction. It also directs them towards the goals to be achieved, deepens their sense of organisational identity and self-confidence, and achieves self-coherence among groups. Moreover, it pushes towards lessening the appearance of counter behaviours in employees, which may arise due to many reasons, including the poor relationship between the leader and his followers, problems arising due to the disregard of the leader and colleagues of the employee, disconnection with others, isolation in the workplace, and feelings of loneliness. This affects the vision and view of the employee about work negatively, in addition to his feelings of distress, psychological pain, and emotional attrition. This, in turn, leads to the employee's feeling of being discarded in the workplace, receiving poor attention, and failure to listen to their suggestions and opinions, all of which are negatively reflected in their performance.

Practical and Future Implications

As for the cultural diversity of employees and the variety of ideas and behaviours which govern their actions, it has the same positive impact on task performance and context and lessens counterproductive behaviours. The moderating role of cultural diversity is evident in enforcing the relationship between charismatic leadership and individual work performance, which in turn asserts the importance of benefiting from different cultures, widening the knowledge and intellectual capabilities of the employees, and deepening their awareness of administration and organisational work situations with all their different values, customs, beliefs and conventions, which support the role of charismatic behaviours in enforcing the individual work performance.

As for the future implications of the research, its results point to many important fields of study in the future. First, although the results we reached have shown that cultural diversity plays a moderating role in the relationship between charismatic leadership and individual work performance, this field of research still needs more experimental research. For example, we have studied individual work performance collectively and it is possible to focus on its sub-dimensions, especially in relation to contextual performance and the organisational commitment, job satisfaction, and organisational citizenship behaviour it adds, as well as in relation to the counter productive behaviour which may arise in work every now and then.



Second, since all data were collected by self-report measures, this raises the possibility that the results may have been confused by the common method/source. Thus, future studies should consider using multiple resources to collect data. Moreover, given the fact that the data of this research have been collected from the industrial sector, it would be useful for future studies to repeat these research ideas in non-industrial environments to enforce generalisation in other environments.

Third, although we haven't compared cultures and didn't study the impact of cultural diversity on the performance of teams in work or the coherence of groups, it would be useful for future researchers to try to include these variables and study the connection between individual and collective cultures and the performance of employees or work teams. We also believe that it is very important for researchers in the field of leadership across cultures in the future to adopt this idea to define whether results would vary as a function for cultural diversity.



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Appendix

Charismatic Leadership		Strongly agreed	agreed	neutral	not agree	strongly disagree
Vision and Articulation	Exciting public speaker					
	Appears to be a skillful performer when presenting to a group					
	Inspirational, able to motivate by articulating effectively the importance of what organizational members are doing					
	Has vision, often brings up ideas about possibilities for the future					
	Provides inspiring strategic and organizational goals					
	Consistently generates new ideas for the future of the organization					
Environmental sensitivity	Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grassroots support, etc.) that may stand in the way of achieving organizational objectives					
	Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc.) that may stand in the way of achieving organizational objectives					
	Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/her goals					
	Recognizes the abilities and skills of other members in the organization					
	Recognizes the limitations of other members in the organization					
	Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement or organizational objectives					
	Entrepreneurial; seizes new					

	opportunities in order to achieve goals					
Unconventional behavior	Engages in unconventional behavior in order to achieve organizational goals					
	Uses nontraditional means to achieve goals					
	Often exhibits very unique behavior that surprises other members of the organization					
	In pursuing organizational objectives, engages in activities involving considerable personal risk					
Personal risk	In pursuing organizational objectives, engages in activities involving considerable self-sacrifice					
	Takes high personal risk for the sake of the organization					
	Often incurs high personal costs for the good of the organization					
	Sensitivity to member needs	Shows sensitivity for the needs and feelings of other members in the organization				
Influences others by developing mutual liking and respect						
Often expresses personal concern for the needs and feelings of other members of the organization						
maintain	Tries to maintain the status quo or the normal way of doing things					
	Advocates following non risky, well-established courses of action to achieve organizational goals					

Cultural Diversity		Strongly agreed	agreed	neutral	not agree	strongly disagree
Power distance	Managers and officials must make decisions without involving staff					
	It is necessary to use influence and authority in dealing with employees					
	Managers should not ask for staff opinions on management issues					
	Employees should not oppose managers' decisions					
	Managers should not assign staff to management					
Avoid ambiguity	It is important to get a job where tasks are clear and detailed, where staff always know what to do					
	Managers expect employees comply with the tasks and instructions accurately					
	The instructions and rules are very important because they show the employee what the organization wants from him					
	Job description is very helpful for the employee to do his job					
	Instructions for tasks are important during work performance					
The masculinity	Meetings are usually more useful, when administered by a man					
	Getting a job for a man is more important than a woman					
	Men usually use logical reasoning to solve problems, unlike women					
	Solving organizational problems usually requires an effective and convincing method that is available to men					
	It is better for a man to occupy higher positions than women					

Collective	Harmony with a workgroup is more important than achieving personal goals					
	Team success is more important than individual success					
	Being accepted by your group at work is important to you					
	Employees strive to achieve their own goals after achieving harmony with the group					
the towards	Economy and savings are good at work					
	It is important for the institution to develop a long-term strategic plan					
	Continuity is important at work					
	A sense of abashment is important in the workplace					

Individual Work Performance		Strongly agreed	agreed	neutral	not agree	strongly disagree
Task Performance	I was able to plan my work so that I finished it on time					
	I kept in mind the work result I needed to achieve					
	I was able to set priorities					
	I was able to carry out my work efficiently					
	I managed my time well					
Contextual Performance	On my initiative, I started new tasks when my old tasks were completed					
	I took on challenging tasks when they were available					
	I worked on keeping my job-related knowledge up-to date					
	I worked keeping my work skills up-to-date					
	I came up with creative solutions for new problems					
	I took on extra responsibilities					
	I continually sought new challenges					



	in my work					
	I actively participated in meetings and/or consultations					
Counterproductive Performance	I complained about minor work-related issues at work					
	I made problems at work bigger than they were					
	I focused on the negative aspects of situation at work instead of the positive aspects					
	I talked to colleagues about the negative aspects of my work					
	I talked to people outside the organization about the negative aspects of my work					