



Amsterdam University  
of Applied Sciences



[minorccbs.com](http://minorccbs.com)

# Localising Leadership

*Empirical investigations of cross-cultural differences in leadership styles and practices*



## CCBS-Press

First edition 2020, ISBN: 978-90-79646-93-7, NUR: 812

Editorial managers: Sander Schroevers, Christopher Higgins

Assistant lecturers: Stylianos Kouloundis (Στυλιάνος Κουλουνηός), Cyprus, Mert Ayvas

Bibliographic and citations editor: Isabella Swart, University of Pretoria, South Africa

CCBS is an elective course (highest evaluated) at the Amsterdam University of Applied Sciences (HvA)

Inner and cover design: Sander Schroevers, Jaguar Print, Netherlands

Logo design: Erica Frank, Designer Gráfico, Vitória, Espírito Santo, Brazil

Cover graphic: LightField Studios

Text copyright: Akin İnan, Amir Mohseni, André Bautista, Anoushka Mahabiersing, Beryar Karim (بريار كريم), Brahim Moujalis, Chaimae Ouakadda (وكدا شيماء), Charlene Jacobs, Charlotte Lapré, Ciska List, Darcy Mpiani, Daron Özdemir, Debbie Huuskens, Debby Sellathurai, Denice Groen, Dennis Anthony, Devi de Zeeuw, Diamond Amankwa, Dylan Deighton, Ehab Galal Ahmed Khalil Abdelmola (بهاب), Elianne Bervoets, Emma Riksen, Eren Can Cesur, Eromosele Odion Akhaine, Farukh Wahidi (فروخ واحدي), Gilian Tjong-Ayong, Guusje Brand, Hamlin Ali El Azab , Hilda Çivilidağ, Husna Pekcan, Hongwei Huang (William, 黃鴻偉), Iman Assalmi, Imma van Berkel, Irina Klöthe, Irwan Sarwaji, Ishara Padarath, Ismaïl Alouch (اسماعيل), İzél Gün, Jalal Salah (صليحي جلال), Jan Grönefeld, Jennifer P Cruz, Jiatong Wang (Carina, 王佳彤), Jill Scholte, Joëlle Klinkhamer, Jorn Haverkort, Joselin Suarez Palomino, Juno Babeliowsky, Karla Troncoso, Kjell Leknes, Liam Wilson, Liu Yu (Jessica, 刘玉), Ma Erica Alejandrino, Maarten Zonneveld, Magdalena Valle Huamán, Maikel Spaan, Manos Mavropoulos, Mariam Al Saleem, Marouane El Kouaa, Maxime van Hoeve, Melissa Eijsbouts, Meltem İlç, Nathan Lagarrigue, Nina Klapper, Nirusan Tharmakulasothy, Omar Shahin (عمر شاهين), Otua Moulen, Patrick McCutcheon, Paul-Antoine Sage, Pepijn Rottier, Quico Boontje, Renée Iris Groen, Rik Hameleers, Sadaf Arya (صدف آريا), Samir Ajjaji, Sander Christiaensen, Sarah Farah, Sasemah Yeboah Frempong, Sem Peters, Sergio Constán Aniceto, Shanaia Goedoen, Shimin Zhou (Bubbles, 周世敏), Sophie Zhang (张碧爽), Stefan Geijselaers, Steven Cijntje, Sümeyra Çamlıdağ, Thomas Ayad (توماس عياد), Tiên Bùi, Tim Weibert, Tom Sijm, Xander Jansen, Yassine Tekfaoui (ياسين تكفاوي), Yin Long Zheng (郑应龙), Yuchen Liang (George, 梁钰宸), Yuhang Zuo (Anthony, 左宇航) and Zakaria Abou (زكريا ابو).

Copyright © CCBS-Press and the Hogeschool van Amsterdam (AUAS), 2020

All rights reserved. No part of this book may be reproduced, stored in a database or retrieval system, or published in any form or in any way, electronically, mechanically, by print, photo copy, scan or any other means without prior written permission from the editor: s.schroevers@hva.nl In so far as the making of copies from this edition is allowed on the basis of Article 16h-16m of the Auteurswet 1912 jo., the Decree of the 27th of November 2002, Bulletin of Acts and Decrees 575, the legally due compensation should be paid to Stichting Reprorecht (P.O. Box 3060, 2130 KB Hoofddorp, The Netherlands). For the inclusion of excerpts from this edition in a collection, reader and other collections of works (Art. 16 of the Copyright Act 1912) please refer to the editor. The greatest care has been taken in compiling this book. However, no responsibility can be accepted by the respective authors, the editorial board or the Hogeschool van Amsterdam (AUAS) for the accuracy of the information presented. All material has been scanned on plagiarism on Urkund beforehand, any inadvertent omissions can be rectified in future editions. In the preparation of this book every effort was made to avoid the use of actual company names or trade names. If any has been used inadvertently, the editor will change it in any future reprint if they are notified. Where opinion is expressed, it is that of individual authors and does not necessarily coincide with the views of the Hogeschool van Amsterdam (AUAS). A catalogue record for this book is available from the Netherlands Deposit Collection of the royal library in The Hague. Books from this series can be ordered on **Amazon** in print and via **GooglePlay** as an e-book.

# Table of Contents

Preface .....	4
About CCBS .....	5
Methodological approach.....	6
Country profiles .....	7
Bangladesh .....	13
Brunei .....	23
France.....	33
Germany .....	42
Liechtenstein .....	51
Macau SAR.....	59
Republic of Malta.....	67
Norway.....	77
Papua New Guinea.....	86
Peru.....	96
Qatar .....	107
Saint Martin.....	117
Saudi Arabia.....	127
Slovakia .....	136
Sri Lanka .....	147
Trinidad and Tobago .....	158
Turkey .....	167
United Kingdom .....	176
Zimbabwe .....	187
Bibliography.....	197

# Preface

Welcome to the latest edition of our ongoing empirical cross-cultural analyses of global leadership styles and practices, which this year comprises nineteen entries. This book is the result of collaborative research by 100 students on the 'Cross-Cultural Business Skills' elective (minor), which is hosted by the University of Applied Sciences Amsterdam. Over the course of a single semester, these students have empirically investigated leadership styles and practices across nineteen countries, through employing a combination of research methods. More specifically, the students performed desk-based literature reviews of local scholarship, in conjunction with generating both quantitative and qualitative data through conducting a survey and interviews with thousands of local business professionals and cross-cultural scholars and practitioners. This achievement is made even more notable by the fact that their investigations were almost completely conducted online amidst the ongoing the Covid-19 pandemic, and the attendant lockdown policies of governments across the globe. The consequence of this is that a lot of the students never actually met their lecturers or own team members for that matter in person, but rather instead engaged in virtual online collaborations and completed their manuscripts across often great spatial distance and multiple time zones. In this respect, the collaborative process that these students went through to produce what you now have in your hands exemplifies one of the key themes of the book, namely the importance of cross-cultural skills. The quality of the contributions in this edited collection are thus, above all, a testament to the perseverance and collaborative work ethic of everyone involved, and, moreover, provide rich and colourful insights into countries that we may still not be able to visit for some time. First and foremost, we would like to take this opportunity to thank all the individual co-authors for their flexibility and determination to complete their respective analyses during such difficult times. Moreover, we also wish to extend our upmost gratitude to all the survey respondents and interviewees for being gracious enough to share their experiences and provide insight into the prevailing leadership styles and practices in their country. Simply put, this book and the Cross-Cultural Business Skills minor would not be possible without their participation and generosity. Neither would this book be possible without the involvement of Part-Time Academy Director David de Vries, to whom we also extend thanks. Finally, we would like to thank Isabella Swart, Stylianos Kouloundis and Mert Ayvas for their hard work and professional expertise. To the reader, we hope this book finds you safe and well and perhaps, dare I say it, sitting in a nice airport lounge waiting to board a flight to one of the countries explored in this book, armed with locally-informed insights into cross-cultural leadership and eager to step off the plane and apply them in your daily practice.

*Sander Schroevers (CCBS)*

de Baas

ජ්‍රවන විවසක නිලධාරී  
தலைமை நிர்வாக அதிகாரி

Geschäftsführer

*výkonný riaditeľ*

**Chief Executive Officer**

baş yönetici

Pengarah Urusan

**Direttur Manigerjali**

المدير التنفيذي

CEO

総監督

*Président Directeur Général*

Consejero Delegado

administrerende direktør

**MAIN DUDE**

# Republic of Malta

*Farukh Wabidi, Akin Inan, Eren Cesur, Ma Erica Alejandrino, & Sadaf Arya*

The Republic of Malta consists of three main islands: Malta, *Għawdex* (Gozo), and the uninhabited island of *Kemmuna* (Comino). Malta has a diverse culture as a result of having been ruled by several other countries. For example, it has distinct British, Arabic and Sicilian influences that continue to be reflected in Malta's language, architecture, traditions and customs. The imprints of the past rulers and great artists are particularly evident in Malta's architecture, which together with the island's appealing landscape provides a spectacular backdrop to Europe's favourite holiday destination. Today, *Malti* (Maltese) and English are the predominant languages used in Malta's business sector. Official publications are also written in both Maltese and English, although most business and commercial documents are in English, to make communication with international businesses more accessible (Caruana, 2011). According to Mifsud (2003), the locals' adaptability to Malta's colonial history and intercontinental influences have resulted in Maltese contemporary management culture being a hybrid of traditional styles and different foreign management cultures. This, in turn, has had a major impact on the nature of leadership practices in Malta, which will be examined in this chapter through recourse to academic research and empirical data from Maltese professionals, consultants and scholars.

## How the Maltese characterise leaders

Historically, Malta has been dominated by different colonial rulers, who each exercised paternalistic and patronage leadership styles over the Maltese population (Zammit, 1984). Paternalistic leaders are authoritarian style leaders who exude a Godfather attitude, retain a high degree of hierarchical distance and treat their employees as if they are members of an extended family, in exchange for which the leader demands loyalty and trust (Darmanin, 2007). Conversely, leaders who adopt a patronage style invariably break the law and engage in corruption (Zammit, 1984). From the eighteenth century until 1964, Great Britain ruled over Malta, with the British rulers practising a paternalistic leadership style in the country (Darmanin, 2007). Even though the crown colony of Malta became

self-governing after 1964, the British educational system continued to be influential in Maltese leadership education (Vela, 2018). Hence, over the last half of the twentieth century, the predominant characteristics of Maltese leadership have been based on trust, values, honesty, integrity, caring and compassion (Bezzina, 2000). However, Malta is currently undergoing a transition in terms of its leadership style and practices (CCBS Survey, 2020). Indeed, according to Professor Vincent Cassar, *“[The] Maltese leadership style today is a hybrid, which is kind of performance-driven”* (6 November 2020). This performance-based approach involves utilising the strengths of both male and female leaders in a much more impactful and effective manner, along with maintaining professionalism and giving employees space for personalisation (Cassar, 6 November 2020). However, Jesmond Friggieri opined in our consultation that the concept of the Godfather, which is emblematic of a paternalistic leadership style, nevertheless persists in the country. *“It comes from the dependence that the Maltese had on Britain, an underlying sense of humanity, this has changed today [with] much less needing of protection mixed with having things done”* (11 November 2020). Cassar provided support for Friggieri’s statement, noting that a typical leadership characteristic in Malta is being relaxed and friendly towards one’s employees (6 November 2020). In conjunction with this, other aspects that future leaders are currently being trained in are how to be proactive in engendering radical changes in an organisation and how to enhance employee creativity (Darmanin, 2007). Friggieri educates CEOs to be accessible to employees (11 November 2020), which supports the arguments of other scholars regarding how Maltese leaders keep their office doors open and walk through the property several times during the course of the day, to both encourage employees to ask questions and to give feedback on their performance (Naudi, 2003). This is in accordance with Gabriele Doublesin, who also opined that Maltese leaders in international corporations are communicative and prefer to be questioned directly about any issues that need clarification (Doublesin, 21 November 2020). Furthermore, The Godfather archetype is also dissipating as a result of a slight increase in female leaders (Cassar, 6 November 2020). However, female leaders remain underrepresented in the private sector, largely because leadership roles have traditionally been perceived as the sole province of men (The Malta Chamber, 2019). The persistence of gender inequality was also noted by Friggieri, who stated: *“women get [paid] (12 per cent) less than men for the same position and work”* (11 November 2020).

## Survey results and what local respondents say

To gain a better understanding of Maltese leadership styles and practices, various local C-level professionals were asked to share their opinion and experience on leadership in Malta by completing the CCBS survey (2020). The survey encompasses a range of topics related to leadership, including prevailing styles in the country, the degree of hierarchy in organisations and the extent to which Maltese leaders achieve empathic understanding with their employees. Some of the most notable results are discussed in this section. The first notable result is that Maltese leaders reported that they care about the personal health and security of their staff, while, simultaneously, retaining distance from the staff in order to be treated with the requisite level of respect (CCBS Survey, 2020). This is representative of the aforementioned Godfather attitude of leaders towards subordinates, which Friggieri noted had historically prevailed in the country (11 November 2020). Alongside this finding, the results also demonstrate that leaders like to challenge staff in order to boost their performance and achieve better results (CCBS Survey, 2020). This is a relatively recent phenomenon that is in accordance with the newer Maltese leadership style (Cassar, 6 November 2020). According to the results of the CCBS Survey (2020), the managers reported that the predominant leadership style was paternalistic, a fact which was also confirmed by Friggieri in our interview (11 November 2020). A business advisor in Malta said the following about the paternalistic style: *“Managers are still expected to show themselves as superhuman and should not look vulnerable in front of their people. Management is still very much associated with a male figure and to talk with people on a personal level is frowned upon and might bite back when a management decision needs to be taken”* (CCBS Survey, 2020). Furthermore, the survey data underscores that most of the respondents expect their staff to follow established procedures; more specifically, more than half fully agreed with this statement, while the remaining respondents partially agreed. Conversely, the survey data also indicates that most managers disagreed that employees could bend the rules without permission to improve their performance or achieve better results. In support of this, one respondent, a Maltese managing director, noted: *“They may only bend the rules if this will not disrupt others or put anyone in danger, but they will need to explain later why this decision was taken”*. Similarly, Doublesin opined in her interview that *“it is not easy for an employee to give their opinion on changing things to the manager for better results or perhaps [to] criticise [their] manager’s work; the employee needs to be careful as [they] might [put themselves] in*



*danger*” (21 November 2020). This points toward the hierarchical structure in Maltese businesses, in which employees have limited freedom and autonomy (Darmarin, 2007).

## Local leadership analysis

### **Professor Jesmond Friggieri: a Maltese leadership scholar**

Jesmond Friggieri is the director, principal and founder of the Malta Leadership Institute. Friggieri currently works as a business consultant, freelance trainer, coach, and mentor in management and leadership and other related soft skills. He earned a master’s degree in business administration from the University of Leicester and a Bachelor of Arts in philosophy, psychology, and sociology from the University of Malta. According to Friggieri (11 November 2020), Malta is a cross-cultural hub, due to its colonial history and neighbouring countries in the Mediterranean. Accordingly, the concept of Maltese leadership is thus fused with manifold styles. In the interview, Friggieri argued that leadership styles differ between the older and younger generation. The former mostly comprise those that still adopt the paternalistic leadership style from when Malta was a British colony, in which leaders act as father figures who provide for and protect their employees. This style has evolved in recent years as a result of leaders having to act fast, listen to their employees and get the job done. In addition to this, there has also been a shift in terms of women’s participation in leadership positions. Friggieri (11 November 2020) believes that a Maltese leader does not simply become a leader by attaining a senior position in an organisation. Rather, it is earned by virtue of a person having a strong vision and a clear sense of direction. He also argued that the younger generation in Malta today has less of a sense of gender and age discrimination in comparison to the past. Indeed, seniority is no longer a prerequisite for being a leader in Malta. For example, Malta’s last prime minister was in his thirties, which testifies to the fact that the Maltese do not discriminate based on age. Furthermore, Friggieri highlighted differences between the public and private sectors with respect to gender inequality. While Maltese women have attained leadership positions in the public sector, the private sector tends to still be characterised by gender discrimination. He also opined, based on his experience, that Maltese female leaders are generally more positive and outspoken compared to their male counterparts (11 November 2020). In addition to gender discrimination, nepotism also remains an issue in Malta, according to Friggieri (11 November 2020). There are companies that give family members senior positions even if they are not qualified for them.

Finally, in light of the emergent shift in leadership in Malta, leaders have become more long-term oriented in terms of developing a vision, rather than continuing traditions. As Friggieri noted: *“I think organisations with restrictive leaders and managers make employees [feel] suffocated. Now that the leaders are aware of this fact, they begin to listen to the employee[s] and give them space to [develop their own] point of view. As a result, leaders get a greater return on investment from the work of the employees”* (Friggieri, 11 November 2020).

### **Maria Gabriele Doublesin: a Maltese cross-cultural trainer**

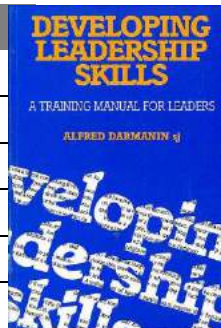
Maria Gabriele Doublesin is a lecturer at the Malta Leadership Institute. She also owns micro-companies and a service company that provides training in intercultural competences and consultancy. According to Doublesin (21 November 2020), leadership has been very paternalistic in the past, which is in line with the literature and the results of the CCBS survey (2020), although it has become more democratic in recent years. This is due, in part, to the fact that Malta has a very short history of leadership as a consequence of only gaining independence in 1964. She proceeded to note: *“There were no leadership schools. And, as Malta is very family-oriented, following the Catholic precepts, it is the men who lead and the men who rule and so it is rather paternalistic in the style of leadership. Age was also an important aspect, it was like age was equal to experience, this changed very recently. Now it is more common to see young leaders in Maltese companies”* (Doublesin, 21 November 2020). She argued that since Malta joined the EU, the standard of leadership has improved greatly. This is because the development of technology and tourism in the country exposed Maltese leaders to other influences and broadened their horizons. Despite its entry into the EU, it remains difficult for other EU nationals to become CEOs of Maltese companies because it is important for leaders to speak Maltese. In response to a question about whether employees can criticise leaders in Malta, Doublesin replied: *“there are leaders who appreciate constructive criticism... but when somebody is very autocratic, then, of course, criticism does not feel good”*. Moreover, *“employees need to learn how to criticise and managers need to learn how to take criticism”* (21 November 2020). According to Doublesin, while the relationships between managers and employees are largely permissive and friendly in nature, Maltese organisations remain hierarchical. Therefore, there are instances in which it is not appreciated for employees to give their opinion; rather, Doublesin opined, *“an employee has to go to the line manager, the line manager to the senior manager, the senior manager to the CEO, and then they have the board meeting”* (21 November 2020). Finally,

another trend stemming from their inclusion in the EU is that employee satisfaction has become important. For Doublesin, leaders have become more focused on “*what makes a person feel fulfilled in work*” (21 November 2020).

**In-country leadership bestseller**

One of the best-selling books on Maltese leadership was written by Alfred Darmanin and is called *Developing leadership skills: a training manual for leaders*. Darmanin was a clinical psychologist from the University of Louvain, Belgium and obtained his PhD from Berkeley, California, with a specialisation in the psychology of leadership. He also taught applied psychology at the University of Malta. He has conducted several workshops for leaders and executives in various companies, both locally and abroad. Besides this book, Darmanin has also written three other books and several articles on leadership (Times of Malta, 2004). In this book, Darmanin states that people in leadership positions can be trained to become more effective leaders with the help of practices and principles. In this 507-page book, Darmanin provides readers with around 200 activities and exercises, which can be used at meetings, seminars, workshops and training courses. Among other things, the book explores how Maltese managers can effectively decode emotional information conveyed by nonverbal signals such as eye contact, gestures and physical posture. It also emphasises the importance of giving and accepting feedback and shows how this skill can be learned. In total, there are 31 leadership skills covered in this book, which are classified under four categories: organisational, group, interpersonal and intrapersonal, and include basic skills such as communication, time management, interpersonal relations, teamwork, delegation and conflict management. For each skill, the reader is provided with a set of practical exercises together with a systematic outline, and a list of suggested readings (Darmanin, 1992).

Local leadership book	
<b>Title</b>	<i>Developing leadership skills</i>
<b>Subtitle</b>	A training manual for leaders
<b>Author</b>	Alfred Darmanin S J
<b>Publisher</b>	Media Centre
<b>Year</b>	1992
<b>ISBN</b>	99909-2-000-1



### Malta leadership YouTube review

In a video, of Fra' Matthew Festing, Prince and Grand Master of the Sovereign Military Order of Malta, opines how the ranking system in his organisation helped in terms of achieving organisational goals. Festing characterises the hierarchical structure of his organisation as follows: *"We are very much a bottom-up, rather than a top-down organisation"* (Rome Reports in English, 2011, 0:23), which is to say that the leader must provide support to their employees. Simply put, power and coercion do not work in this model. Rather, the leader must be able to delegate responsibility down through the various levels of the organisation (Siereveld, 20130). Although this video is from 2011, it nevertheless also touches upon the aforementioned transition that is taking place in Malta, whereby more Western-influenced management trends have become disseminated across Maltese organisations (Baldacchino et al., 2003). Another transition, driven by Western management styles and practices, that is currently impacting upon Maltese organisational culture is the use of Information and Communication Technology (ICT). Indeed, the Maltese government regards ICT as one of the strategic pillars for stimulating the growth of the local economy and transforming Malta into a future-oriented country, which is why it is garnering considerable attention in the political sphere (Ministry for the Economy and Industry, 2020). In his video, former digital champion, Philip Micallef, explains that *"the objective is to get people to use more ICT and to get companies to use ICT so that they become more competitive"*. He also proceeded to argue in the video that more local jobs will be created by virtue of encouraging companies to use more ICT (Ministry for the Economy and Industry, 2020).

## Understanding hierarchy in Malta

As aforementioned, Malta was colonised by the British up until 1964, and, hence, leadership positions in Maltese companies were either held by non-locals or, even in the aftermath of their independence, heavily influenced by British leadership styles. Indeed, even recent research demonstrates that non-Maltese EU citizens are still twice as likely to hold a management position than a Maltese employee (Times of Malta, 2016). Despite their historical marginalisation in leadership roles, the influence and impact of Maltese culture on leadership styles nevertheless remains substantial. This is because the predominant leadership styles in the country were still based upon the traditional beliefs and values (culture) of Malta (Hughes et al., 2019; Cortis & Cassar, 2005). An example of how these beliefs and values continue to play out in Maltese organisations is the

paternalistic relationship between management and employees that still prevails in Malta, in which the freedom and autonomy of the employee are limited, leaders do not tolerate contradiction and employees must do as they are told (Darmanin, 2007). The consequence of this leadership style is that change does not tend to occur very easily within Maltese organisational cultures, which have been described as incredibly rigid (Hofstede Insights, 2020). This is due, in part, to the views and dominance of the older generation of leaders who do not like change (Hughes et al., 2019). However, research has also shown that, in the aftermath of joining the EU, Western management trends have begun to exert greater influence over Maltese organisational culture, namely in terms of introducing a more bureaucratic structure which is characterised by a greater division of responsibility, hierarchy and more impersonal relationships (Baldacchino et al., 2003). This is supported by the fact that Malta scores a high 56 on Hofstede's dimension of power distance (Hofstede Insights, 2020). This indicates that companies in Malta are characterised by deeply hierarchical superordinate-subordinate relations. In these types of relationships, subordinates are reluctant to question their leader's decisions, as well as having little or no responsibility for the outcomes of their work (Hofstede Insights, 2020; Baldacchino et al., 2003). Because of this, there are inherent inequalities in Maltese organisations in terms of power, prestige and wealth. The power is centralised, which is evident from the fact that the offices of senior managers are often physically located further away from their employees, which serves to translate the rather abstract notion of power distance into a concrete physical distance. Moreover, subordinates have no direct physical access to these offices, and thus employees have no option but to make a prior appointment with their manager's secretary if they wish to see them (Baldacchino et al., 2003). Traditional beliefs and values, which are largely predicated on Roman Catholicism, also impact upon the hierarchical structure of Maltese organisations, specifically in terms of how female leaders are treated (Cortis & Cassar, 2005). As a result of these beliefs, historically women did not participate in the labour market, as they were expected to provide for their families at home. Indeed, studies have shown that women were viewed as inferior to men in many aspects of social life (Vella, 2020). In contemporary Malta, the gender balance of managerial positions remains lopsided (although increasingly less skewed), especially when compared to the total number of females in the workforce. Specifically, while Cortis and Cassar (2005) suggest that women account for around 6 per cent of the workforce, only 19 per cent of the senior positions are occupied by women. This is due, in part, to the persistence of

negative stereotypes of female leaders in Maltese culture, which results in women being generalised as less successful leaders than men. Indeed, research has shown that women in managerial positions are typically required to adopt “masculine qualities”, such as assertiveness, bargaining, coalition, friendliness, higher authority and better reasoning, in order to be accepted in their position (Rajan & Krishnan, 2002).

## How the Maltese achieve leadership empathy

Cassar (6 November 2020) explained that “*Maltese companies are relatively small and that the Mediterranean kind of culture is built on relationships. Emotions play a very important role*”. In support of this point, Bezzina (2000) states that, in Malta, management demands strong leadership, alongside the ability to motivate staff and develop their skills (CCBS Survey, 2020). Organisational objectives should thus enable everyone to feel that they are contributing towards the success of the company and to give the best of themselves. Mifsud (2003) notes that the Maltese management culture is a hybrid between Maltese work orientations and traditional Western management philosophies. Being a Chief Executive Officer (CEO) himself, Patil affirms: “*my role is to lead the team with empathy and encouragement. True leadership is about empowering others to achieve what they did not think was possible*” (Patil, 2018, pp. 72–73). Similarly, another CEO, Karl Schranz, reported that “*it is all about making sure your team functions to the best of its abilities*”. He also purports that leaders have “*to realign their company strategy: it all comes down to empathy, guidance, and direction*” (Schranz, 2018, pp. 120–121). One way in which empathy has become embedded within the fabric of Maltese organisations in recent years is through the introduction of the performance management system (PMP) of employee appraisal. The PMP encourages managers in Malta to provide individual tasks for their employees that are customised to their own developmental goals. According to Thake (2003), PMP was introduced in 1994 with the express purpose of developing an improved working relationship between managers and their employees, in order to construct a jointly agreed work plan. In Thake’s words: “*Our kind of leadership is kind of relationship-driven, rather than task-driven. And I will say that in the last few years, it has been changing, especially with the private sector, where companies are trying to become more profit-driven*” (2003, p. 115). In terms of how empathic understanding is practically achieved in Malta, it is very similar to how it is done in other organisations across the globe. In contemporary Maltese organisations,

leaders are now attempting to inspire and motivate their personnel by displaying empathy and outlining common goals. This was simply not the case in the past according to Cassar (6 November 2020), who explained: *“More employees are actively participating in the life of their organisation. This was not the case 20–30 years ago, there was a time when you would refuse to give training to your employees as a manager. The reasoning was, that if you gave me training, I would become better skilled and leave the company”*. From Cassar’s perspective (6 November 2020), this pronounced shift towards viewing employees as valuable resources and distinct individuals derives from the fact that employees are simply more knowledgeable now, and, as such, they must be brought into the decision-making process and be allowed to share their suggestions with management. This close relationship was also discernible in the CCBS survey (2020), where the participants were in unanimous agreement with the statement that a manager should actively spend time on the personal well-being of their team members. Moreover, most of the respondents did not find it important to be addressed according to their titles or positions but rather preferred to be addressed by their first name by subordinates.

# About CCBS

Since 2010, Cross-Cultural Business Skills (CCBS) has sought to educate bachelor students in both the fundamentals of cross-cultural business skills and specific research methods. CCBS is an elective course ('minor') established and taught by prof. Sander Schroevers, alongside Aynur Doğan<sup>MA</sup> and Christopher Higgins<sup>MA</sup> at the Amsterdam University of Applied Sciences (the Netherlands).

## **Educational approach**

At CCBS we believe that effective learning takes place through sharing and engaging with first-hand experiences. For this reason, we challenge our students to produce new knowledge from a localised perspective. Often this involves conducting research in an unknown language, alphabet or cultural milieu, which, in turn, helps our students develop fundamental skills for the contemporary interconnected world. Our main objective is to co-create country-specific bodies of knowledge, which we generate through carrying out both expert-interviews (video and audio) with native professionals and scholars and in-depth analyses of local academic and trade literature. In order to create a truly international classroom experience, we try to host students from across the globe. Moreover, we attempt to connect our students with a broad range of representatives from the business, media and diplomatic sectors, through hosting professional symposia in the school. All CCBS-learning materials (print, digital and video) are 100% bespoke. We are honoured by the fact that we have consistently received the university's highest evaluation scores over the last several years.

## **About CCBS global-fact-tank**

CCBS global-fact-tank is our ongoing academic research project for the Amsterdam University of Applied Sciences, which directly informs the cross-cultural business material taught on the minor. Every six months, CCBS researchers survey C-level executives around the world. Our analytical gaze is focused on five main areas: management, meetings, leadership, recruitment and expatriates. Since conducting the inaugural international poll in 2012, the CCBS global-fact-tank has conducted interviews in 96 trade nations, with more than fourteen-thousand professionals. Thank you!



# Methodological approach

Three modes of data collection were employed to generate the insights published in this book. Firstly, insights into the cultural aspects of leadership were gathered through country-specific literature searches, in both peer reviewed academic journals and in-country books, which served as the foundation for the subsequent research.

Secondly, a global online survey on leadership was conducted with qualified respondents from each country (CCBS Survey, 2020). Expert sampling was used to identify the survey respondents, in conjunction with snowballing techniques, which were subsequently introduced to target a population who are often difficult to reach. In total, over 14,500 respondents participated in the CCBS survey; however almost two-thirds of these surveys were not used, because they were not fully completed, or their background or sometimes IP-addresses did not match our target group.

The survey was created in English and subsequently translated by competent bilinguals, who were either research collaborators or supervised by them. The present study made use of translations into Arabic, Chinese, French, German, Spanish, Turkish and English. Evaluations of translation accuracy were completed by using back-translation or parallel translations, where possible.

The English version was rolled out in eleven countries. The questionnaire comprised 27 items, both multiple-choice and open-ended questions, which provided descriptive information on national-based views on leadership. The respondents answered the psychometric multiple-choice questions on five or six-point Likert scales, which were anchored by terms ranging from 'not at all' to 'a lot'. All the qualitative data provided comprehensive knowledge into the topic of local leadership styles and practices. The multinational survey and interviewing was conducted between 15 September and 20 December 2020. The findings that emerged out of this research have not been presented prior to the publication of this book. Thirdly, in addition to the survey respondents, a selection of 43 leadership experts were also interviewed for the present study. These audio and video recorded interviews lasted between 20-40 minutes on average, and were transcribed verbatim (a selection of these will be published on the YouTube and SoundCloud channels of the CCBS minor).

# Country profiles

*Sander Schroevers*

For the purposes of writing this paragraph, I conducted a quick check on Amazon.com for the number of books with the word 'leader' in their title, which produced an incredible 60,000 results. Similarly, a quick search on ProQuest (one of the databases we recommend to students for accessing scholarly journals) resulted in almost a million hits for 'leadership'. Notwithstanding the volume of literature on this topic, as noted by the Global Leadership and Organizational Behavior Effectiveness (GLOBE) Research Program: "to date, 90 percent of leadership literature reflects US-based research and theory". The American-centric nature of extant literature is a profound problem, insofar as it fails to account for how leadership theories, styles and practices operate across national frontiers. This is important, because as the number of countries expand, so do do the differences. It is for this reason that I have always been fond of Peter Drucker's quote: "Management is doing things right; leadership is doing the right things". That is to say, leadership encompasses the human element of business, whereas management is often about systems and processes. There is extensive research informing us of how leaders' communication styles are profoundly influenced by the geographical region in which they are operating. Regrettably, some business leaders overlook local managerial and cultural practices, and instead acquiesce to management-styles that are grounded in Western concepts, which, in turn, undermines the performance of their organisation. Given that ineffective managers risk costing organisations notably large sums of money, there is an emergent trend among both human resource professionals and senior executives to adopt more localised leadership styles and practices.

## Chapter makeup

This book consists of 19 country-specific chapters, which each describe at length the leadership styles and practices within their respective country. All country profiles have been written in a standard format, in order to allow for a clearer identification of points of similarity and divergence across the different business cultures. Most of the 19 country profiles in this book contain the following sections:

- Country introduction,
- How the indigene characterise leaders,
- Survey results and what local respondents say,
- An in-country YouTube review,
- A transcribed telephone interview with a local leadership scholar,
- A summarised video interview with a local cross-cultural trainer,
- A description of an in-country best-selling book on leadership,
- Understanding hierarchy in the chapter's country,
- How to achieve leadership empathy in that particular culture.

I will briefly introduce each of these sections in turn below.

## Local leadership analysis

The more I work abroad, the more I realise that it takes more than just a survey to examine and classify national cultures. More specifically, there is too much cultural heterogeneity and nuance, which substantially impacts upon how one effectively operates in a particular country, but yet simply does not fit within prevailing academic constructs on this topic. Notwithstanding the many good Western-centric books on a variety of countries, what is invariably obfuscated in these texts is the local perspective. The need to address this lacuna in the field by prioritising localised perspectives became pivotal to our approach to investigating country-specific leadership styles and practices. This approach comprises gathering data from indigenous sources, including: (i) survey-results and what local respondents say, (ii) a local leadership scholar, (iii) a local cross-cultural trainer, (iv) and an in-country best-selling book on leadership. While having to conduct research sometimes in other languages and even scripts has proven to be incredibly challenging for some of our students, it has undoubtedly produced rich local-based data that provides insight into how leadership styles and practices are enacted in these 19 selected markets.

## Understanding hierarchy in a country

Most of the trends in Western leadership across the twentieth century were centred on moving away from hierarchical command-and-control processes. To this end, both management literature and business school education began to introduce a more egalitarian and facilitative style of leadership. For example, we

started to see open-plan office architecture and 360-degree feedback. However, it is important to note that there are profound cross-cultural differences with respect to how authority is viewed. In India, for example, the teaching staff are addressed by Madam or Sir, while I also observed on occasion students standing up when their 'senior-lecturer' entered the classroom. Conversely, on my own Dutch course (CCBS - the authors of this book) local students address me by my first name, and at times even feel free to contradict me in front of the class.

### **Relational hierarchy**

Eight out of ten Swiss survey respondents (CCBS Survey, 2017) reported that employees greeted their leaders by their first name. This low-level of hierarchy results in equal and harmonious relationships between superiors and their employees, which are based on mutual trust. Being acutely aware of someone's relative level of authority is of critical importance in a country such as South Korea. This is because it determines how colleagues interact with each other, including choosing between the many different linguistic levels of politeness. For example, organisations tend to have far more levels of management compared to some other countries, each of which have their own corresponding forms of address. Hence, the informal way in which business is conducted in Australia, for example, would likely completely confuse the average Korean employee. This would especially be the case for those Korean workers who have attained senior positions within their organisations, and are wholly accustomed to VIP treatment.

### **Power Distance**

The words *Hierarchy* and *Power Distance* are often used interchangeably. The latter can be defined as "*the degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels of an organization or government*" (House & Javidan, 2004, p. 12). Countries that have scored high Power Distance values in either Hofstede or Trompenaars' respective research, believe that power dispenses agreement, social order, and role stability, and, hence, should be concentrated within those in the upper echelon of organisations. In high power distance cultures, leader-subordinate relationships are characterised by paternalism, whereby a leader assumes a parental role and feels obligated to provide support and protection to subordinates under their care (Yan & Hunt, 2005). Many of the 24 country profiles in this book reference their country's Power Distance Index score (PDI), as measured by Dutch cultural scientist Geert

Hofstede. However, the value score in and of itself cannot fully explain how hierarchy operates within a particular culture. For example, despite Greece and South Korea both having equally high PDI values (60), leadership is enacted in a fundamentally different way in both countries. Therefore, in this book we attempt to account for such cultural contingencies by conducting culture-specific qualitative research, including interviewing local cultural experts.

## How to achieve leadership empathy

This section addresses a specific people-oriented leadership requirement: empathic soft skills. Here, empathy is defined as a leader's capacity to relate to the feelings and experiences of their employees. Empathy is an altogether broader category than sympathy, and, in fact, several researchers consider empathy to be both a key part of emotional intelligence and a critical element of being an effective leader (Bar-On & Parker, 2000). Of course, the ability to successfully build and maintain relationships has long been regarded as a fundamental managerial skill; however, in accordance with the Center for Creative Leadership, the point being made here is that, in some cultures, empathy is more important to job performance than other aspects of leadership (Gentry, Weber, & Sadri, 2016). In addition to this, the way empathic understanding is expressed varies dramatically from country-to-country. Above all, empathy touches upon a leader's understanding of *role requirement*. To understand its importance across different cultures, several questions in our online survey (CCBS Survey, 2020) pertained to the specific expectations that local leaders had towards empathy. Furthermore, each team attempted to interview local experts, scholars and cross-cultural trainers on the country-specific ways in which empathy is effectively utilised. To cite an example: whereas in Nordic countries empathy is partly established through low-key and modest behaviour, Latin countries prefer a warm, personal and 'simpatico' approach, while, conversely, South Koreans value a courteous leader who, above all, attempts to save face (Kibun). It is well-established that how we connect with people is dependent on our cultural background, and, as such, the ability to be empathetic is especially important for leaders working across cultural boundaries (Alon & Higgins, 2005). The results of our CCBS survey (2020) reflect this, insofar as a large majority of the respondents from the different cultures examined in this book agreed with the statement that a manager should actively spend time on the personal wellbeing of their team members. When one compares the actual country scores (Dell, Eriks, 2018), South Korea and Ukraine score

significantly lower on empathy than countries such as Uruguay and Portugal, due, in part, to the fact that Ukrainian and South Korean leaders generally prefer to keep more personal distance from their employees. However, it is important to stress that having empathy for others is not the same as demonstrating empathy; this is because staff expectations may vary considerably across culture in terms of: (i) the amount of verbal attention employees require; (ii) the praise and encouragement expected by staff; or (iii) the daily routine of managers. When managers increase their awareness of the cultural context in which empathy takes place, it often has a direct impact on employee performance, the organisational climate, and the quality of the productive working relations between leaders and employees.

### **Concluding Remarks**

It was Darwin who first showed us the supreme value inherent to diversity. With this in mind, both the increased cultural heterogeneity of today's workforce and the increasingly global footprint of contemporary organisations transforms the styles and practices through which we lead teams. This calls for leaders with an ability to decode cultural differences and adjust their leadership-style to fit the cultural milieu in which they are operating. In summary, I hope that our findings contribute to increasing the richness of extant leadership literature, alongside aiding professional leaders to recalibrate their skills and mindsets in a manner advantageous to themselves, their employees, and, above all, the organisations they serve.



# Bibliography

## Bibliography

- Abdalla, I. A., & Al-Homoud, M. A. (2001). Exploring the implicit leadership theory in the Arabian Gulf States. *Applied Psychology, 50*(4), 506–531. <https://doi.org/10.1111/1464-0597.00071>
- Abramson, N. R., & Moran, R. T. (2018). *Managing cultural differences: Global leadership for the 21st century*. Routledge.
- Addae, H. M., Parboteeah, K. P., & Davis, E. E. (2006). Organizational commitment and intentions to quit: An examination of the moderating effects of psychological contract breach in Trinidad and Tobago. *International Journal of Organizational Analysis, 14*(3), 225–238.
- Afroz, R., & Rahman, A. (2013). Transboundary river water for Ganges and Teesta Rivers in Bangladesh. An assessment. *Global Science and Technology Journal, 1*(1), 100–111. <https://www.researchgate.net/publication/278037218>
- Aguilar, J. (2013, September 26). Book on 'Jassim the leader' launched. *Gulf Times*. <https://www.gulf-times.com/story/366842/Book-on-Jassim-the-leader-launched>
- Ahmad, J., Habib, L., & Kamruzzaman, M. (2015). "Leadership in Bangladesh Corporate Culture". A research on the changes in organizational leadership and culture in Bangladesh. *International Journal of Scientific and Engineering Research, 6*(12), 178–187. <https://doi.org/10.13140/RG.2.2.23417.01125>
- Al Dosari, A. A. R. (2019). *State feminism: the lived experiences of Qatari women leaders within Qatar foundation* [Thesis, Hamad Bin Khalifa University]. <https://search.proquest.com/openview/f77fea7bdfea38e63c340d1d03683a20/1?pq-origsite=gscholar&cbl=2026366&diss=y>
- Al-Azami, S. (2013, February 21). *The Bangla Language Movement and Ghulam Azam*. Open Democracy. <https://www.opendemocracy.net/en/bangla-language-movement-and-ghulam-azam/>
- Albert, R. D. (1996). Framework and model for understanding Latin American and Latin/Hispanic cultural patterns. In D. Landis, & R. Bhagat (Eds.), *Handbook of intercultural training*, 2nd ed (pp. 327–348). Sage.
- Albert, R. D., & Ha, I. A. (2004) Latino/Anglo-American differences in attributions to situations involving touch and silence. *International Journal of Intercultural Relations, 28*(3–4), 253–280. [www.academia.edu/20060175/](http://www.academia.edu/20060175/)
- Aldulaimi, S. H., & Sailan, M. S. (2012). The national values impact on organizational change in public organizations in Qatar. *International Journal of Business and Management, 7*(1), 182–192. <https://doi.org/10.5539/ijbm.V7n1p182>
- Aldulaimi, S. H., & Zedan, A. (2012). Leadership's individualism culture effect on affective commitment to organizational change in Qatar. Design for Scientific Renaissance. *Journal of Modern Marketing Research, 1*(1), 1–9. <https://d1wqtxts1xzle7.cloudfront.net/55214486/IIHAR.pdf?1512552297>
- Algumzi, A. (2017). *The impact of Islamic culture on business ethics: Saudi Arabia and the practice of Wasta* [Doctoral dissertation]. Lancaster University.
- Al-Haj, A. (2017). *Leadership styles and employee motivation in Qatar organizations* [Doctoral dissertation, Walden University]. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=4483&context=dissertations>
- Almudarra, J. B. (2017). Leadership and supervision in Saudi Arabian educational context. *International Journal of Developing and Emerging Economies, 5*(11), 34–47.
- Al-Omari, J. (2008). *Understanding the Arab Culture: A practical cross-cultural guide to working in the Arab world* (2nd Ed.). How To Books Ltd.
- Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business, 12*(2), 163–188. <https://doi.org/10.1108/EMJB-02-2016-0003>



- Alsubaie, A., & Jones, K. (2017). An overview of the current state of women's leadership in higher education in Saudi Arabia and a proposal for future research directions. *Administrative Sciences*, 7(4), 1–15.
- Alzeban, A. (2015). The impact of culture on the quality of internal audit: An empirical study. *Journal of Accounting, Auditing and Finance*, 30(1) 57–77.
- Amarasinghe, U. (n.d.). Dhammika Perera: Awakening the Giants. *Business Today*. Retrieved on December 6, 2020 from <https://www.businesstoday.lk/article.php?article=3549>.
- Amdam, R. P., & Kvålshaugen, R. (2016). Ledelse som profesjon i Norge-Fagkompetanse versus ledelseskompetanse. In B. Døving, B. Elstad & A. Storvik (Eds.), *Profesjon og ledelse*. Fagbokforlaget.
- Andreasson, U., & Lundqvist, M. (2018). *Nordic leadership*. Nordic Council of Ministers.
- Ang, K. (2018, March 20). *How the Sheryl Sandberg of Norway learned to become 'Good Enough for the Bastards'*. Market Watch. <https://www.marketwatch.com/story/how-the-sheryl-sandberg-of-norway-learned-to-become-good-enough-for-the-bastards-2018-03-20>
- Anonymous PhD Graduate. (2020). Interview. 20 November.
- Anonymous Qatari Scholar. (2020). Online interview. 29 October.
- Arrindell, R. (2014). *Language culture and identity in St. Martin*. House of Nehesi Publishers.
- Artana, D., Auguste, S., Moya, R., Sookram, S., & Watson, P. (2009). Trinidad and Tobago: Economic growth in a dual economy. In Agosin, M., Fernandez-Arias, E., & Jaramillo, F. (Eds.). *Growing Pains* (pp. 365–416). Inter-American Development Bank.
- Artsen, J. (2020). Interview. 22 October.
- Ashcroft, T. R., & Bevir, M. (2018). Multiculturalism in contemporary Britain: Policy, law and theory. *Critical Review of International Social and Political Philosophy*, 21(1), 1–21. <https://doi.org/10.1080/13698230.2017.1398443>
- Ashwan, M. S. A., Salam, A. A., & Mouselhy, M. A. (2012). Population growth, structure and distribution in Saudi Arabia. *Humanities and Social Sciences Review*, 1(4), 33–46.
- Australian government. (2016). *Papua New Guinea-born Community Information Summary*. Australian Bureau of Statistics Census of Population and Housing. <https://www.homeaffairs.gov.au/mca/files/2016-cis-papua-new-guinea.PDF>
- Auty, R. (2020, December 12). *Slovakia*. Britannica. <https://www.britannica.com/place/Slovakia>
- Avolio, B. J., Bass, B. M., & Zhu, F. W. W. (2004). *Multifactor leadership questionnaire: Manual and sampler set (3rd ed.)*. Mind Garden.
- Aycan, Z. (2008). Cross-cultural approaches to leadership. In P. B. Smith, M. F. Peterson, & D. C. Thomas (Eds.), *The handbook of cross-cultural management research* (pp. 219–38). Sage.
- Aysseline de Lardemelle. (2018, November 12). *Définition du leadership* [Video]. YouTube. [https://www.youtube.com/watch?v=Ej9M-U1EiGY&ab\\_channel=AysselinedeLardemelle](https://www.youtube.com/watch?v=Ej9M-U1EiGY&ab_channel=AysselinedeLardemelle).
- Bajracharya, R., & Sijapati, B. (2012). The kafala system and its implications for Nepali domestic workers. *Policy Brief*, 1, 1–16.
- Baker, T. (2019). *Bringing the human being back to work: The 10 performance and development conversations leaders must have*. Palgrave Macmillan.
- Baldacchino, G., Caruana, A., & Grixti, M. (2003). *Managing people in Malta*. Agenda.
- Bangladesh Brand Forum. (2016, June 5). *Leadership Summit 2016: Discussion on 'Realizing Potentials - The Bangladesh Perspective'* [Video]. YouTube. [https://www.youtube.com/watch?v=ca07\\_XF32yI](https://www.youtube.com/watch?v=ca07_XF32yI)
- Banks, G. (2008). Understanding 'resource' conflicts in Papua New Guinea. *Asia Pacific Viewpoint*, 49(1), 34.
- Barbara Liebermeister. (2019, November 7). *Führung im Prozess der Digitalen Transformation* [Video]. YouTube. <https://www.youtube.com/watch?v=PLf6aeeVWhNr1nXz9I&index=8>
- Barker, J. (Ed.). (2007). *The anthropology of morality in Melanesia and beyond*. Ashgate Publishing.
- Barmeyer, C., Davoine, E., & Stokes, P. (2019). When the 'well-oiled machine' meets the 'pyramid of people': Role perceptions and hybrid working practices of middle managers in a binational organization—ARTE. *International Journal of Cross Cultural Management*, 19(3), 251–272. <https://doi.org/10.1177/1470595819869729>
- Bass, B. M. (1985). *Leadership: Good, better, best. Organizational dynamics*. Elsevier Science Publishing.

- Bass, B., & Avolio, B. (2004). *Multifactor leadership questionnaire: Manual and sampler set (3rd ed.)*. Mind Garden.
- Bauer, D. (2015). Successful leadership behaviours in Slovak organizations' environment—an introduction to Slovak implicit leadership theories based on GLOBE study findings. *JEEMS Journal of East European Management Studies*, 20(1), 9–35.
- Baykal, E. (2019). Turkish type leadership: Sabri Ulker Example. *The Journal of Social Science*, 3(6), 425–438. <https://doi.org/10.30520/tjsosci.590000>
- BBC News. (2020, 6 October). *Saudi Crown Prince Mohammed bin Salman, power behind the throne*. BBC. <https://www.bbc.com/news/world-middle-east-40354415>
- BBC Radio 4. (2013, June 28). *Be a leader: How to be a powerful woman* [Video]. YouTube. [https://www.youtube.com/watch?v=e9j4\\_tghBlc](https://www.youtube.com/watch?v=e9j4_tghBlc)
- BDU e.V. (2017, February 8). *Führung in Zeiten des digitalen Wandels* [Video]. YouTube. <https://www.youtube.com/watch?v=aT5Dw1rpxBs&list=PLf6aeeVW7lQeURL0naXq5BhNr1nXz9l&index=7>
- Bedi, A. (2020). A meta-analytic review of paternalistic leadership. *Applied Psychology*, 69(3), 960–1008.
- Bektaş, Ç. (2016). Liderlik Yaklaşımları Ve Modern Liderden Beklentiler. *Selçuk Üniversitesi Akşehir Meslek Yüksekokulu Sosyal Bilimler Dergisi*. 2, 43–53.
- Bezzina, C. (2000). Educational leadership for twenty-first century Malta: breaking the bonds of dependency. *The International Journal of Educational Management*, 14(7), 299–307. [https://www.researchgate.net/publication/44826569\\_Educational\\_leadership\\_for\\_twenty-first\\_century\\_Malta\\_Breaking\\_the\\_bonds\\_of\\_dependency](https://www.researchgate.net/publication/44826569_Educational_leadership_for_twenty-first_century_Malta_Breaking_the_bonds_of_dependency)
- Bhebhe, M. (2016). Religio-culture, fear, and Zimbabwe's leadership perceptions. *Perichoresis*, 14(1), 75–100.
- BI Norwegian Business School. (2018, May 14). *Be a better negotiator: BI Talks* [Video]. YouTube. [https://www.youtube.com/watch?v=hcoFZG8QS4o&list=PLhDgkpi5KBP2i94AVGOKhXAlBCDK4mGCi&index=1&ab\\_channel=BINorwegianBusinessSchool&app=desktop](https://www.youtube.com/watch?v=hcoFZG8QS4o&list=PLhDgkpi5KBP2i94AVGOKhXAlBCDK4mGCi&index=1&ab_channel=BINorwegianBusinessSchool&app=desktop)
- BI Norwegian School of Business. (n.d.). *The Scandinavian leadership model*. <https://www.bi.edu/content/winter-is-coming/the-scandinavian-leadership-model/>
- Bissessar, A. M. (2012). Leadership challenges in a small society: The case of Trinidad and Tobago. *Public Personnel Management*, 41(4), 575–596.
- Bjørnåli, E. S., Farstad, I., Brovold, B. K., & Terjesen, S. (2018). Kvinne og toppleder: Hvilke faktorer fremmer en lederkarriere? *Magma*, 5, 31–39. <https://ntnuopen.ntnu.no/ntnu-xmlui/bitstream/handle/11250/2584890/Bj%C3%B8rn%C3%A5li+et+al+-+Magma.pdf?sequence=1>
- Blanchard, C. M. (2014). *Qatar: Background and U.S. relations*. Congressional Research Service.
- Blunt, P. (1988). Cultural consequences for organization change in Southeast Asia. *The Academy of Management Executive*, 2(3), 235–240.
- Boesten, J. (2012). The state and violence against women in Peru: Intersecting inequalities and patriarchal rule. *Social Politics* 19(3), 361–382.
- Bolden, R. & Witzel, M. (2017). The United Kingdom: Dis-United Kingdom? Leadership at a crossroads. In S. Western, & E. Garcia (Eds.), *Global leadership perspectives: Insight and analysis* (pp. 161–169). SAGE Publications.
- Bolden, R. (2020). Skype interview. 20 October.
- Bolden, R., & Kirk, P. (2009). African leadership: Surfacing new understandings through leadership development. *International Journal of Cross-Cultural Management*, 9(1), 69–86. <https://doi.org/10.1177/1470595808101156>
- Boyer, C. R. (2000). The threads of class at La Virgen: Misrepresentation and identity at a Mexican textile mill, 1918–1935. *The American Historical Review*, 105(5), 1576–1598.
- Braendle, U., & Stiglbauer, M. (2017). Cultural diversity in German boards. *Problems and Perspectives in Management*, 15(3), 179–182. [https://www.researchgate.net/publication/320737912\\_Cultural\\_diversity\\_in\\_German\\_boards](https://www.researchgate.net/publication/320737912_Cultural_diversity_in_German_boards)

- Breakbulk Events & Media. (2020, February 24). *A story of progress: Women gaining senior leadership positions in Saudi Arabia*. [Video]. YouTube.  
<https://www.youtube.com/watch?v=ayENaNog1KY&list=LL&index=1>
- Brettel, M., Engelen, A., Heinemann, F., & Vadhanasindhu, P. (2008). Antecedents of market orientation: A cross-cultural comparison. *Journal of International Marketing*, 16(2), 84–119.  
<https://doi.org/10.1509/jimk.16.2.84>
- Brodbeck, F. C., Frese, M., Akerblom, S., Audia, G., Bakacsi, G., Bendova, H., Bodega, D., Bodur, M., Booth, S., Brenk, K., Castel, P., Den Hartog, D., Donnelly-Cox, G., Gratchev, M. V., Holmberg, I., Jarmuz, S., Jesuino, J. C., Jorbenadse, R., Kabasakal, Wunderer, R. (2000). Cultural variation of leadership prototypes across 22 European countries. *Journal of Occupational and Organizational Psychology*, 73(1), 1–29. <https://doi.org/10.1348/096317900166859>
- Brodbeck, F. C., Frese, M., Javidan, M., & Kroll, F. J. (2002). Leadership made in Germany: Low on compassion, high on performance and executive commentary. *The Academy of Management Executive* (1993–2005), 16(1), 16–30. <http://www.jstor.org/stable/4165807>
- Brown, P. (1982). Conflict in the New Guinea Highlands. *The Journal of Conflict Resolution*, 26(3), 525–546.
- Büchel, H. (2020). Personal interview. 16 November.
- Budhwar, P., & Mellahi, K. (2006). *Managing human resources in the Middle East*. Routledge.
- Bullis, D. (1997). *Succeed in business*. Times.
- Burr, R. N. (2020, November 20). *Peru*. Britannica. [www.britannica.com/place/Peru](http://www.britannica.com/place/Peru)
- Calleja, C. (2019, October 15). Women in Malta earn 12% less than men. *Times of Malta*.  
<https://timesofmalta.com/articles/view/women-in-malta-earn-12-less-than-men.742071#:~:text=While%20Malta%20has%20made%20progress,to%20an%20EU%20equality%20report>
- Care, L. (2020). Zoom interview. 2 December.
- Carraher, S. M., & Paridon, T. J. (2008). Entrepreneurship journal rankings across the discipline. *Journal of Small Business Strategy*, 19(2), 89–98.
- Caruana, S. (2011). *English in Malta: from colonialism to heritage, from social differences to opportunity*. University of Malta.
- Carvalho, R. (2015, November 12). Macau: The rise and fall of an empire? *South China Morning Post*.  
<https://multimedia.scmp.com/macau/>
- Cassar, V. (2020). Videocall interview. 6 November.
- Castaño, N., de Luque, M. F. S., Wernsing, T., Ogliastrì, E., Shemueli, R. G., Fuchs, R. M., & Robles-Flores, J. A. (2015). El Jefe: Differences in expected leadership behaviors across Latin American countries. *Journal of World Business*, 50(3), 584–597.
- Castel, P., Deneire, M., Kurc, A., Lacassagne, M., & Leeds, C. A. (2007). Universalism and exceptionalism – French business leadership. In J. S. Chhokar, F. C. Brodbeck, R. J. House (Eds.), *Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies* (pp. 547–582). Lawrence Erlbaum Associates.
- Cavazotte F., Moreno, V., & Bernardo, J. (2013). Transformational leaders and work performance: The mediating roles of identification and self-efficacy. *BAR-Brazilian Administration Review*, 10(4), 490–512.  
[https://www.researchgate.net/publication/262762342\\_Transformational\\_Leaders\\_and\\_Work\\_Performance\\_The\\_Mediating\\_Roles\\_of\\_Identification\\_and\\_Self-Efficacy](https://www.researchgate.net/publication/262762342_Transformational_Leaders_and_Work_Performance_The_Mediating_Roles_of_Identification_and_Self-Efficacy)
- CCBS Survey (2017). Worldwide Leadership Survey. In SurveyMonkey online: Amsterdam University of Applied Sciences.
- CCBS Survey (2019). Worldwide Leadership Survey. In SurveyMonkey online: Amsterdam University of Applied Sciences.
- CCBS Survey (2020). Worldwide Leadership Survey. In SurveyMonkey online: Amsterdam University of Applied Sciences.
- CCBS Survey. (2016). Worldwide Leadership Survey. In SurveyMonkey online: Amsterdam University of Applied Sciences.

- CCBS Survey. (2018) Worldwide Leadership Survey. In SurveyMonkey online: Amsterdam University of Applied Sciences.
- CDI Médias. (2018, December 11). *Quelle différence entre manager et leader?* [Video]. Youtube. [https://www.youtube.com/watch?v=PSSlDyalEBg&ab\\_channel=CDIM%C3%A9dias](https://www.youtube.com/watch?v=PSSlDyalEBg&ab_channel=CDIM%C3%A9dias)
- Centrum PUCP. (2016, July 6). *Un líder debe tener tres características* [Video]. YouTube. <https://www.youtube.com/watch?v=OwZTKJz7Dco>
- Chabaya, O., Rembe, S., & Wadesango, N. (2009). The persistence of gender inequality in Zimbabwe: factors that impede the advancement of women into leadership positions in primary schools. *South African Journal of Education*, 29(2), 235–251. <https://www.ajol.info/index.php/saje/article/view/44152>
- Chan In Choi, I. (2011). *The impacts of cultural diversity on organizations in Macau* [Dissertation]. School of Universidade de são José.
- Chan, K. W., Huang, X., & Ng, P. M. (2007). Managers' conflict management styles and employee attitudinal outcomes: The mediating role of trust. *Asia Pacific Journal of Management*, 25(2), 277–295. <https://doi.org/10.1007/s10490-007-9037-4>
- Chandrakumara, A., & Budhwar, P. S. (2005). Doing business in Sri Lanka. *Thunderbird International Business Review*, 47(1), 95–120.
- Chandrakumara, A., & Sparrow, P. (2004). Work orientation as an element of national culture and its impact on HRM policy-practice design choices. *International Journal of Manpower*, 25(6) 564–589. <https://doi.org/10.1108/01437720410560451>
- Chandrakumara, A., De Zoysa, A. & Manawaduge, A. S. (2009). *Leadership styles and company performance: the experience of owner-managers of SMEs*. 4th international Asian academy of applied business conference (pp. 391-401). Makati City, The Philippines: Asian Academy of Applied Business. <https://ro.uow.edu.au/commpapers/1561>
- Chaudhry, A. Q., & Javed, H. (2012). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), 258–263.
- Chen, S. & Lee, L. (2008). Social acculturation in Macao: Non-local employees in gaming organisations. *Journal of Macao Polytechnic Institute*, 15–30.
- Cheng, B. S., Chou, L. F., Wu, T. Y., Huang, M. P., & Farh, J. L. (2004). Paternalistic leadership and subordinates responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, 7(1), 89–117.
- Cheng, C. M. B. (1999). *Macau: A cultural Janus*. Hong Kong University Press.
- Chepkemioi, J. (2017, September 29). *What Language Are Spoken in Sint Maarten*. WorldAtlas. <https://www.worldatlas.com/articles/what-languages-are-spoken-in-sint-maarten.html>
- Chepkemioi, J. (2018, November 29). *Island Countries Of The World*. WorldAtlas. <https://www.worldatlas.com/articles/which-are-the-island-countries-of-the-world.html>
- Chhokar, J. S., Brodbeck, F. C., & House, R. J. (Eds.). (2007). *Culture and leadership across the world: The GLOBE book of in-depth studies of 25 societies*. Routledge; Lawrence Erlbaum Associates Publishers
- Chihota, T. (2020). Telephone interview. 10 November.
- Chopik, W. J., O'Brien, E., & Konrath, S. H. (2017). Differences in empathic concern and perspective taking across 63 countries. *Journal of Cross-Cultural Psychology*, 48(1), 23–38. <https://doi.org/10.1177/0022022116673910>
- Chopik, W., & Henion, A. (2016, October 14). Is America still an empathetic and generous giant? *MSUToday*, Michigan State University. [https://msutoday.msu.edu/news/2016/is-america-still-an-empathetic-and-generous-giant/?utm\\_campaign=media-pitch&utm\\_medium=email](https://msutoday.msu.edu/news/2016/is-america-still-an-empathetic-and-generous-giant/?utm_campaign=media-pitch&utm_medium=email)
- Choudhury, A. M. (2016). *Leaders, leadership and politics in Bangladesh*. Shikha Prokashoni.
- Chowdhury, R., Sarkar, M., Mojumder, F., & Roshid, M. M. (2018). *Engaging in educational research: Revisiting policy and practice in Bangladesh* (Vol. 44). Springer. <https://doi.org/10.1007/978-981-13-0708-9>
- Collier, M. J., Parsons, R. J., Hadeed, L., & Nathaniel, K. A. (2011). Problematising national dimensions: Community members' views of conflict management in Trinidad and Tobago, West Indies. *Howard Journal of Communications*, 22(2), 140–162.
- Connell, J. (2005). *Papua New Guinea: the struggle for development* (Vol. 87). Routledge.

- Cortis, R., & Cassar, V. (2005). Perceptions of and about women as managers: investigating job involvement, self-esteem and attitudes. *Women in Management Review*, 20(3), 149–164.
- Craide, A. (2020). Zoom interview. 28 October.
- Cuneo, F. (2020). Zoom interview. 29 October.
- Dahle, Y. (2020). Zoom interview. 22 October.
- Daller, H., & Yildiz, C. (2006). Power distance at work: The cases of Turkey, successor states of the former Soviet Union and Western Europe. *Journal of Politeness Research*, 2(1), 35–53. <https://doi.org/10.1515/pr.2006.003>
- Dalsky, D., Gohm, C. L., Noguchi, K., & Shiomura, K. (2008). Mutual self-enhancement in Japan and the United States. *Journal of Cross-Cultural Psychology*, 39(2), 215–223.
- Dana, L. P. (1990). Saint Martin/Sint Maarten: A case study of the effects of culture on economic development. *Journal of Small Business Management*, 28(4), 91–98.
- Darmanin, A. (1992). *Developing leadership skills: A training manual for leaders*. Media Centre.
- Darmanin, A. (2007, June 3). Leadership in Maltese organizations. *Times of Malta*. <https://timesofmalta.com/articles/view/leadership-in-maltese-organisations.15718>
- Davies, T. M., Burr, R. N., Moore, J. P., Pulgar-Vidal, J., & Kus, J. S. (2020, November 20). *Services, labour, and taxation*. Britannica <https://britannica.com/place/Peru/Services-labour-and-taxation>
- Davila, A., & Elvira, M. M. (2012). Humanistic leadership: Lessons from Latin America. *Journal of World Business*, 47(4), 548–554. <https://doi.org/10.1016/j.jwb.2012.01.008>
- Daxecker, H. (2020). *Code of commerce, business etiquette and more*. Heinz Daxecker.
- De la Rosa, A. C. (2008). De mestizos y criollos en la Compañía de Jesús (Perú, siglos XVI-XVII). *Revista de Indias*, 68(243), 37–66.
- De Pablos-Herederó, C., Margalina, V. M., Kattan, M. M., & Botella, J. L. M. (2016). Factors of successful women leadership in Saudi Arabia. *Asian Social Science*, 12(5), 94–107. <http://dx.doi.org/10.5539/ass.v12n5p94Researchgate>
- De Renzio, P. (2000). *Bigmen and Wantoks: Social capital and group behaviour in Papua New Guinea*. Queen Elizabeth House.
- Deneire, M. (2010). Le leadership en France : Distance de pouvoir et valorisation humaine. *The French Review*, 83(4), 836–850.
- Department of Foreign Affairs and Trade. (2018, January 1). *Australia partnering with Papua New Guinea to support public sector leadership* [Video]. YouTube. <https://www.youtube.com/watch?v=4p9-1ttPRJ8>
- Destainville, L. (2020). Online lecture. 9 November.
- Destatis. (2020, July 28). *Bevölkerung mit Migrationshintergrund 2019 um 2,1 % gewachsen: schwächster Anstieg seit 2011*. [https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Migration-Integration/\\_inhalt.html#sprg229290](https://www.destatis.de/DE/Themen/Gesellschaft-Umwelt/Bevoelkerung/Migration-Integration/_inhalt.html#sprg229290)
- Dickson, M. W., Hanges, P. J., & Lord, R. G. (2001). Trends, developments and gaps in cross-cultural research. In W. H. Mobley & M. W. McCall (Eds.), *Advances in global leadership* vol. 2 (pp. 75–100). Emerald Group Publishing.
- Direcção dos Serviços de Turismo. (2017). *Plano Geral do Desenvolvimento da Indústria do Turismo de Macau*. Retrieved November 29, 2020, from [https://masterplan.macaotourism.gov.mo/Comprehensive\\_Report\\_pt.pdf](https://masterplan.macaotourism.gov.mo/Comprehensive_Report_pt.pdf)
- Dix, R. H. (1981). Peru: The Authoritarian Tradition. *The Annals of the American Academy of Political and Social Science*, 455(1), 184–185. <https://doi.org/10.1177/000271628145500128>
- Doublesin, G. (2020). Interview. 21 November.
- Dowdy, J. K. (2017). *Minding their own business* (1st ed.). Peter Lang.
- Doyle, A. (2014, January 8). All Norwegians Become Crown Millionaires, in Oil Saving Landmark. *Reuters*. <https://www.reuters.com/article/us-norway-millionaires-idUSBREA0710U20140108>
- Duke University – The Fuqua School of Business. (2013, March 22). *Real conversations with real leaders: Arthur Mutambara – Deputy Prime Minister, Zimbabwe* [Video]. YouTube. <https://www.youtube.com/watch?v=Lm-wLKmWBk>

- Duquemin, H., Rabaiotti, G., Tomlinson, I., & Stephens, M. (2019). *Services sector, UK: 2008 to 2018*. Office for National Statistics.  
<https://www.ons.gov.uk/economy/economicoutputandproductivity/output/articles/servicessectoruk/2008to2018#:~:text=The%20services%20sector%20makes%20up,at%20the%20start%20of%202008>
- Düsing, S. (2002). *Traditional leadership and democratisation in Southern Africa: A comparative study of Botswana, Namibia, and Southern Africa* (Vol. 6). LIT Verlag Münster.
- Dutta, B., & Islam, K. M. (2016). Role of culture in decision making approach in Bangladesh: An analysis from the four cultural dimensions of Hofstede. *Bangladesh E-Journal of Sociology*, 13(2), 30–38.  
<http://bangladeshsociology.org/RoleofCultureinDecision13.2.pdf>
- Edwards, G., & Gill, R. (2012). Transformational leadership across hierarchical levels in UK manufacturing organizations. *Leadership and Organization Development Journal*, 33(1), 25–50.  
<https://doi.org/10.1108/01437731211193106>
- Effectus Fischman Consultores. (2018, October 9). *Características de un líder | David Fischman* [Video]. YouTube. [https://www.youtube.com/watch?v=\\_VCZyh2\\_pY](https://www.youtube.com/watch?v=_VCZyh2_pY)
- Egseth, M. W., & Presthus, R. (2018). *Lederes emosjonelle opplevelse av nedbemanningprosesser-En kvalitativ studie av hvordan nedbemanning føles for ledere med personalansvar* [Master's thesis]. NTNU.
- Ekvall, G., & Arvonen, J. (1999). Effective leadership style: Both universal and contingent? *Creativity and innovation management*, 8(4), 242–250
- Elvira, M. M., & Davila, A. (Eds.). (2005). *Managing human resources in Latin America: an agenda for international leaders*. Routledge. <https://www.routledge.com/Managing-Human-Resources-in-Latin-America-An-Agenda-for-International/Elvira-Davila/p/book/9780415339186>
- Ergun, E., & Yalcinkaya, K. (2018). Liderlik davranışlarının çalışanların değişim kapasitesine etkileri: Bir araştırma çalışması. *Business and Economics Research Journal*, 9(3), 681–696.
- Esmer, T. (1997). Türk kültürünün özellikleri (Characteristics of Turkish culture). *Radikal*.
- Evans, E. (2020). Personal Communication. 16 November.
- Fairhurst, G. T. (1993). The leader-member exchange patterns of women leaders in industry: A discourse analysis. *Communication Monographs*, 60(4), 321–351.  
<https://doi.org/10.1080/03637759309376316>
- Faisal, A. S., & Ghani, M. Z. B. (2015). The influence of empathy on academic achievement among gifted students in Saudi Arabia. *Global Journal of Interdisciplinary Social Sciences*, 4(3), 62–71.
- Farber, S. (2019, February 27). *One study shows this is key to building great relationships with employees*. Inc. <https://www.inc.com/steve-farber/why-empathy-is-key-to-great-employee-boss-relationships-and-4-ways-to-build-it.html>
- Farh, J. L., & Cheng, B. S. (2000). A cultural analysis of paternalistic leadership in Chinese organizations. In J. T. Li, A. S. Tsui & E. Weldon (Eds.), *Management and organizations in the Chinese context* (pp. 94–127). Macmillan.
- Feeny, S., Leach, M., & Scambary, J. (2012). Measuring attitudes to national identity and nation-building in Papua New Guinea. *Political Science*, 64(2), 121–144.
- Fernando, M. (2007). *Spiritual leadership in the entrepreneurial business*. Edward Elgar Pub.
- Feßler, R., & Guldenschuh-Feßler, B. (2015). Führung als Dienstleistung am Mitarbeiter. *Wissens Management*, 1, 46–47.
- Fikret Pasa, S., Kabasakal, H., & Bodur, M. (2001). Society, organisations, and leadership in Turkey. *Applied Psychology*, 50(4), 559–589. <https://doi.org/10.1111/1464-0597.00073>
- Flanders Investment and Trade. (n.d.). *Zakendoen in Peru*. Flanders Trade.  
<https://www.flandersinvestmentandtrade.com/export/landen/peru/zakendoen-peru>
- Francis, D. (2020, 6 December). Sri Lankan billionaire Dhammika Perera to earn over Rs. 189 Mn as dividend income from Hayleys Adaderana Biz English & Sri Lanka Business News.  
<http://bizenglish.adaderana.lk/sri-lankan-billionaire-dhammika-perera-to-earn-over-rs-189-mn-as-dividend-income-from-hayleys/>
- Freeman, B. C. (2010). Through a Western lens: Portrayals of a 'rising' ASEAN and its member countries in the New York Times. *International Communication Gazette*, 72(3), 269–285.

- Friedman, R., Chi, S. C., & Liu, L. A. (2006). An expectancy model of Chinese–American differences in conflict-avoiding. *Journal of International Studies*, 37(1), 76–91.
- Friggieri, J. (2020). Zoom interview. 11 November.
- Fu, P. P., Tsui, A. S., Liu, J., & Li, L. (2010). Pursuit of whose happiness? Executive leaders' transformational behaviors and personal values. *Administrative science quarterly*, 55(2), 222–254.
- Fulton, M. (2001). Leadership in democratic and participatory organizations. *Canadian Journal of Agricultural Economics*, 49(4), 381–394.
- Gentry, W. A., Weber, T. J., & Sadri, G. (2007, April). *Empathy in the workplace, a tool for effective leadership*. Annual Conference of the Society of Industrial Organizational Psychology, New York.
- Gill, R., & Oshagbemi, T. (2004). Differences in leadership styles and behaviour across hierarchical levels in UK organisations. *Leadership & Organization Development Journal*, 25(1), 93–106.  
<https://doi.org/10.1108/01437730410512796>
- Gjermundshaug, T., Seim, I., & Berglund, R. (2018). Norske ledere innovative ferdigheter. Hierarchies. *The Review of Economics and Statistics*, 99(5), 769–775. [https://doi.org/10.1162/REST\\_a\\_00668](https://doi.org/10.1162/REST_a_00668)
- Global leaders can learn from Arab leadership styles. (2017, July 27). *Saudi Gazette*.  
<https://saudigazette.com.sa/article/513858>
- Globe Project. (2020). *Results – Qatar*. <https://globeproject.com/results/countries/QAT?menu=list#list>
- Glunk, U., Wilderom, C., & Ogilvie, R. (1996). Finding the key to German-style management. *International Studies of Management & Organization*, 26(3), 93–108.  
<https://www.jstor.org/stable/40397348?seq=1>
- Godeschot, J. (2020, August 11). *Napoleon I*. Britannica. <https://www.britannica.com/biography/Napoleon-I>
- Goleman, D. (2017, October 16). *Empathy: The surprisingly crucial business skill*. Korn Ferry.  
<https://www.kornferry.com/insights/articles/empathy-emotional-intelligence-business-skill>
- Gonaim, F. A. (2019). Leadership in higher education in Saudi Arabia: Benefits, constraints and challenges of adopting servant leadership model by department chairs. *International Journal of Education and Practice*, 7(2), 101–111. <https://files.eric.ed.gov/fulltext/EJ1218573.pdf>
- Gonzalez, L. E. (2014). *Management, leadership and entrepreneurship in Latin America*. AuthorHouse.
- Government of Papua New Guinea. (2013, May). *National public service ethics and values-based executive leadership and management capability framework*. <http://pacificprecinct.org/wp-content/uploads/2015/06/Ethics-and-Values-Based-Executive-Leadership-and-Management-Capability-Framework.pdf>
- Greater. (2019, June 7). *Menschen motivieren: 5 impulse für bessere Mitarbeiterführung* [Video]. YouTube.  
[https://www.youtube.com/watch?v=CGCyRGbfx\\_0&list=PLf6aeVW7lQqEuRL0naIXq5BhNr1nXz9l&index=4](https://www.youtube.com/watch?v=CGCyRGbfx_0&list=PLf6aeVW7lQqEuRL0naIXq5BhNr1nXz9l&index=4)
- Greatwood, M. (2020). Skype interview. 19 October.
- Green, E. G. T., Deschamps, J. C., & Páez, D. (2005). Variation of individualism and collectivism within and between 20 Countries. *Journal of Cross-Cultural Psychology*, 36(3), 321–339.  
<https://doi.org/10.1177/0022022104273654>
- Gregory, C. (2014). Unequal egalitarianism: Reflections on Forge's paradox. *The Asia Pacific Journal of Anthropology* 15(3). 197–217.
- Griffin, J., Nelson, H., & Firth, S. (1979). *Papua New Guinea, a political history*. Heinemann Educational.
- GTP Online (2014). Saudi Arabia - Business culture. [Video]. YouTube.  
<https://www.youtube.com/watch?v=V788TDi98nI&feature=youtuve>
- Gumbo, C. (2015). New-genre leadership styles for international joint ventures (IJVs) sustainability: A literature review. *European Journal of Business and Social Sciences*, 4(3), 1–13.  
<https://www.semanticscholar.org/paper/new-genre-leadership-styles-for-international-joint-Gumbo/b122aca0a5034458f0ce9432867b25935b0d4fd0>
- Gumusluoglu, L., & Ilsev, A. (2009). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, 62(4), 461–73. <https://doi.org/10.1016/j.jbusres.2007.07.032>
- Gungor, O. M. (2020). Zoom interview. 16 November.
- Gustafson, A. (2015). Chopsticks and gambling. *UNLV Gaming Research & Review Journal*, 19(1), 63–65.  
<https://digitalscholarship.unlv.edu/grj/vol19/iss1>

- Gwata-Charamba, G. (2018, October 12). Transformational leadership for economic transformation. *The Herald*. <https://www.herald.co.zw/transformational-leadership-for-economic-transformation>
- Hall, E. & Hall, M. (1990). *Understanding cultural differences: Germans, French, and Americans*. Doubleday Press.
- Hamdan, L. (2020). Interview. 4 November.
- Hammerich, K., & Lewis, R. D. (2013). *Fish can't see water: How national culture can make or break your corporate strategy* (1st ed.). Wiley.
- Haque, A. (2011). *Bangladesh as an emerging economy and lessons from East Asian Miracles*. In APEA Conference South Korea. [https://www.researchgate.net/publication/317220592\\_Bangladesh\\_as\\_an\\_Emerging\\_Economy\\_and\\_Lessons\\_from\\_East\\_Asian\\_Miracles](https://www.researchgate.net/publication/317220592_Bangladesh_as_an_Emerging_Economy_and_Lessons_from_East_Asian_Miracles)
- Haque, M. (2010). Needs hierarchy, motivational factors and entrepreneurship in Bangladesh. *SSRN Electronic Journal*, 11, 1–11. <https://doi.org/10.2139/ssrn.1721232>
- Harbi, S. A., Thursfield, D., & Bright, D. (2017). Culture, *wasta* and perceptions of performance appraisal in Saudi Arabia. *The International Journal of Human Resource Management*, 28(19), 2792–2810.
- Hassi, A., Foutouh, N., & Ramid, S. (2015). Employee perception of Diversity in Morocco: empirical insights. *Journal of Global Responsibility*, 6(1), 4–18.
- Heidegger, M. (2020). Interview. 20 November.
- Hemal, H. (2019, August). *Caste and class system in Sri Lanka*. [https://www.researchgate.net/publication/335209590\\_CASTE\\_AND\\_CLASS\\_SYSTEM\\_IN\\_SRI\\_LAN](https://www.researchgate.net/publication/335209590_CASTE_AND_CLASS_SYSTEM_IN_SRI_LAN) KA
- Henderson, A. (2019, December 4). *The five richest countries in the world*. Nomad Capitalist. Retrieved September 29, 2020 from <https://nomadcapitalist.com/2016/08/17/top-5-richest-world/>
- HLB. (n.d.). *Peru*. Retrieved on October 25, 2020 from <https://www.hlb.global/territories/peru/>
- Hofstede Insights. (2020). *Country comparison*. <https://www.hofstede-insights.com/>
- Hofstede, G. (1984). *Culture's consequences. International differences in work-related values*. Sage.
- Hofstede, G. (2001). *Culture's consequences* (2nd ed.). Thousand Oaks.
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 7. <https://doi.org/10.9707/2307-0919.1014>
- Hofstede, G. H., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3<sup>rd</sup> ed). McGraw-hill.
- Holmes, J. & Marra, M. (2006). Humor and leadership style. *Humor-international Journal of Humor Research – HUMOR*, 19(2), 119–138. <https://doi.org/10.1515/HUMOR.2006.006>
- Hornnes, C., Nerli, E., & Solvang, A. (2016). *Norsk ledelse av en flerkulturell arbeidsgruppe. "Hvilke utfordringer møter norske ledere når de skal lede en flerkulturell arbeidsgruppe?"* [Bachelor's thesis]. Høgskolen i Oslo og Akershus.
- House of Commons Library. (2020, December 10). *Components of GDP: key economic indicators*. [https://commonslibrary.parliament.uk/research-briefings/sn02787/?fbclid=IwAR2xb\\_ghDxMVLqXSZ326a4FIV6KM0hJRETx53YBEyflqwdRLOZeOPzGHA](https://commonslibrary.parliament.uk/research-briefings/sn02787/?fbclid=IwAR2xb_ghDxMVLqXSZ326a4FIV6KM0hJRETx53YBEyflqwdRLOZeOPzGHA)
- House, J. R., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, Leadership, and Organizations. The Globe Study of 62 Societies*. Sage publications.
- Hsu, Y., Hsu, L., & Yeh, C. (2010). A cross-cultural study on consumers' level of acceptance toward marketing innovativeness. *African Journal of Business Management*, 4(6), 1215–1228.
- Huang, X. (2012). The romance of motivational leadership: How do Chinese leaders motivate employees? In X. Huang, & M. H. Bond (Eds.), *Handbook of Chinese organizational behavior: Integrating theory, research and practice* (pp. 184–208). Edward Elgar Publishing.
- Hughes, V., Wright, R., & Cassar, M. (2019). Nurse leadership development in Malta. *Journal of Cultural Nursing*, 30(4), 410–419. <https://doi.org/10.1177/1043659618811918>
- Hui, C. H., & Tan, C. K. (1996). Employee motivation and attitudes in the Chinese workforce. In M. H. Bond (Ed.), *The handbook of Chinese psychology* (pp. 364–78). Oxford University Press.



- Hukoomi Qatar Government. (n.d.). *About Qatar*. <https://portal.www.gov.qa/wps/portal/about-qatar/aboutqatar>
- Husted, B. W., & Allen, D. B. (2008). Toward a model of cross-cultural business ethics: The impact of individualism and collectivism on the ethical decision-making process. *Journal of Business Ethics*, 82(2), 293–305.
- Hwang, K. K. (1990). Modernization of the Chinese family business. *International Journal of Psychology*, 25(3-6), 593–618.
- ICE Media. (2018, February 12). *Leadership Lens Episode 4 An Exclusive Interview of Anis A Khan* [Video]. YouTube. <https://www.youtube.com/watch?v=N02EFH5LsM&t=3555>
- Inés Temple. (2020, June 12). *Webinar: "Liderar para inspirar y movilizar"*. *Diario Gestion* [Video]. YouTube. <https://www.youtube.com/watch?v=xY6lU0teSkq>
- Innes, A. (1997). The breakup of Czechoslovakia: The impact of party development on the separation of the state. *East European Politics and Societies*, 11(3), 393–435. <https://doi.org/10.1177/0888325497011003001>
- International Monetary Fund (IMF). (2020). *Countries*. <https://www.imf.org/en/Countries>.
- IOR. (n.d.). *Qatar*. IOR. <http://www.ioworld.com/qatar-pages-497.php>
- Islam, M. N., Furuoka, F., & Idris, A. (2020). Employee championing behavior in the context of organizational change: A proposed framework for the business organizations in Bangladesh. *Journal of Asia Business Studies*, ahead-of-print. <https://doi.org/10.1108/JABS-01-2019-0019>
- Islam, M. S., Ali, S. I., & Shahzad, I. A. (2018). Charismatic leadership communication and organizational reputation: Empirical analysis of Bangladeshi public sector. *International Journal of Industrial and Business Management*, 10(4), 89–101. <https://doi.org/10.28933/ijibm-2018-11-0808>
- Islam, M., Khan, A. M., & Islam, M. (2013). Textile industries in Bangladesh and challenges of growth. *Research Journal of Engineering Sciences*, 2(2), 31–37. [https://www.researchgate.net/publication/236839094\\_Textile\\_Industries\\_in\\_Bangladesh\\_and\\_C\\_hallenges\\_of\\_Growth](https://www.researchgate.net/publication/236839094_Textile_Industries_in_Bangladesh_and_C_hallenges_of_Growth)
- Islam, S., Bahari, Z., & Darussalam, B. (2012, February). *Energy Commodities for Economic Growth of Brunei*. Third IAEE Asian Conference of International Association of Energy Economics, Kyoto. [https://enenk.ieej.or.jp/3rd\\_IAEE\\_Asia/pdf/paper/054p.pdf](https://enenk.ieej.or.jp/3rd_IAEE_Asia/pdf/paper/054p.pdf)
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2014). *Organizational behavior and management*. McGraw-Hill Irwin.
- Ivanickova, M., Mihalcova, B., & Pruzinsky, M. (2015). Intercultural differences in the Visegrad group: The Hofstede model application, *АКТУАЛЬНІ ПРОБЛЕМИ ЕКОНОМІКИ*, (6), 284–292.
- Jarjabka, Á. (2014). Organizational culture in the light of central and eastern European cultural similarities and differences. *Economists Forum*, 16(6), 18–40.
- Javidan, M., & Waldman, D. A. (2003). Exploring Charismatic Leadership in the Public Sector: Measurement and Consequences. *Public Administration Review*, 63(2), 229–242.
- Jayakody, J. A. S. K. (2008). Charismatic leadership in Sri Lankan business organizations. *The Journal of Management Development*, 27(5), 480. <https://doi.org/10.1108/02621710810871808>
- Jaywant, M. (2020). Interview. 29 October.
- Jeffrey, D. (2005, October). *Culture, Identity, and Nationality*. Emilio Wilson Awareness Walk and Cultural Evening. Cul-de-sac, Saint Martin.
- Jiang, D. Y., & Cheng, B. S. (2008). Affect-and role-based loyalty to supervisors in Chinese organizations. *Asian Journal of Social Psychology*, 11(3), 214–221.
- Joenoës, J. (2020). Personal interview. 4 October.
- Jolliffe, D., & Farrington, D. P. (2006). Development and validation of the Basic Empathy Scale. *Journal of Adolescence*, 29(4), 589–611.
- Kaluarachchi, A. (2020). Email. 2 December.
- Karim, M. A. (2007). Transformational leadership – Bangladesh bureaucracy. *BISS Journal*, 28(3), 213–230. [https://www.biiss.org/public/files/publication/5e67f9ed210a2july\\_2007.pdf](https://www.biiss.org/public/files/publication/5e67f9ed210a2july_2007.pdf)
- Kaufmann, D., Kraay, A. & Mastruzzi, M. (2010). *The Worldwide Governance Indicators, methodology and analytical issues*. World Bank.

- Kempf, O. (2013). *Géopolitique de la France: Entre déclin et renaissance*. Editions Technip.
- Khan, H. H. (2020). Zoom interview. 23 October.
- Khatri, N. (2009). Consequences of high power distance in organisations, *The Journal of Business Perspective Vision*, 13(1), 1–9. <https://doi.org/10.1177/097226290901300101>
- Kirkman, B., Chen, G., Farh, J. L., Chen, Z. X., & Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52(4), 744–764.
- Klomp, A. (2000). Saint Martin. Communal identities on a divided Caribbean island. *Ethnologia Europaea*, 30(2), 73–86.
- Köhler, M. (2019). Nur dabei statt mittendrin: Moderne Führung bei Microsoft Deutschland. *Wissen Management*, 2, 22–23.
- Kolman, L. K., Noorderhaven, N. G., Hofstede, G., & Dienes, E. (2003). Cross-cultural differences in Central Europe. *Journal of Managerial Psychology*, 18(1), 76–88. <https://doi.org/10.1108/02683940310459600>
- Konrath, S. (2017, July 17). No, Empathy Isn't a Universal Value. *Psychologytoday*. <https://www.psychologytoday.com/za/blog/the-empathy-gap/201707/no-empathy-isn-t-universal-value>
- Krchová, H. (2019). Research on behavioural competencies of project managers in Slovakia, *International May Conference on Strategic Management*. 15(2), 233–242. <https://www.researchgate.net/publication/335910599>
- Kris Rampersad. (2018, 26 March). *Changing the conversation gender leadership sustainable development first female president Weekes* [Video]. YouTube. [https://www.youtube.com/watch?v=x2dhwDdK9zk&t=396s&ab\\_channel=Kr](https://www.youtube.com/watch?v=x2dhwDdK9zk&t=396s&ab_channel=Kr)
- Kruzik, M. (2020). Skype interview. 15 October.
- Kumarasinghe, S., & Hoshino, Y. (2003). Influence of corporate culture, structure and strategy on organizational performance: An empirical study of business organizations in Sri Lanka. *Japanese Journal of Administrative Science*, 16(3), 227–242. <https://doi.org/10.5651/jaas.16.227>
- Kumpoh, A., Wahsalfelah, S., & Haji-Othman, P. (2017). *Comparative Studies in ASEAN Cultures and Societies. Socio-Cultural Dynamics in Bruneian Society*. Semadhma Publishing House.
- Kunze, A., & Miller, A. R. (2017). Women helping women? Evidence from private sector data on workplace hierarchies. *Review of Economics and Statistics*, 99(5), 769–775.
- Kzurriake Opehema. (2016, May 22). *Bigman system Was PNG's Perfect Traditional Democratic Leaderships* [Video]. YouTube. <https://www.youtube.com/watch?v=oEld2Ng22E>
- Lam, D. (2008). *Adapting to the Chinese culture in Macau*. Retrieved on March 17, 2011 from [http://www.desmond.com\\_](http://www.desmond.com_)
- Lampadia. (2016, November 2). *Perú es el tercer país más empático del mundo*. <https://lampadia.com/analisis/social/peru-es-el-tercer-pais-mas-empatico-del-mundo>
- Lampo, A., & Lee, L. (2011). Macao: A study on the impact of global, regional and local forces. *SGBED*. <http://www.researchgate.net>
- Lang, R. (2011). Comparative perspectives. In T. Čater, & R. Lang, *Values and Leadership expectations of future managers from transforming societies* (No. 16) (pp. 98–114). Schriften zur Organisationswissenschaft.
- Langer, M. (2019). Grundlagen und Regelungen inklusive Besteuerung von Blockchain- und FinTech-Unternehmen. In M. Langer, *Das liechtensteinische Steuerrecht* (pp. 241–264). Springer.
- Lašáková, A., & Remišová, A. (2011). *Values and leadership expectations of future managers from transforming societies*. Schriften zur Organisationswissenschaft: Berichte aus der Forschung, 16. <http://hdl.handle.net/10419/58202>
- Lašáková, A., Remišová, A., & Kirchmayer, Z. (2017). Are Managers in Slovakia Ethical Leaders? Key Findings on the Level of Ethical Leadership in the Slovak Business Environment. *Periodica Polytechnica: Social & Management Sciences*, 25(2), 87–96.
- Lead Training Services. (2019, September 17). *Award in Supervisory and Management Skills* [Video]. YouTube [https://www.youtube.com/watch?v=ce4NWPTeOMI&app=desktop\\_](https://www.youtube.com/watch?v=ce4NWPTeOMI&app=desktop_)

- Lenartowicz, T., & Johnson, J. (2002). Comparing managerial values in twelve Latin American countries: An exploratory study. *MIR: Management International Review*, 42(3), 279–307. <http://www.jstor.org/stable/40835925>
- Levtchenkova, T., Fjeldbo, V., Dalen, A. L. K., & Buch, S. T. (2019). *Hva kjennetegner unge ledere og deres lederatferd?* [Bachelor's thesis]. Høgskulen på Vestlandet.
- Lewis, R. (2010). *When cultures collide: Leading across cultures*. Nicholas Brealey International.
- Lewis, R. D. (2007). *When cultures collide: Leading across cultures: A major new edition of the global guide*. Nicholas Brealey International.
- Li, C. P., Ti, B., & Shi, K. (2006). Transformational leadership and employees' work attitudes: the mediating role of psychological empowerment. *Acta Psychologica Sinica*, 38, 279–307.
- Liechtenstein in Figures 2020 - LLV. (2020). Retrieved on October 25, 2020 from [https://www.llv.li/files/as/liechtenstein\\_in\\_figures\\_2020.pdf](https://www.llv.li/files/as/liechtenstein_in_figures_2020.pdf)
- Liechtenstein. (n.d.). *Culture*. Retrieved on October 25, 2020 from <https://www.liechtenstein.li/en/culture/traditions/>
- Lima, E. U. S. (2017). *De-centralization in Peru*. U.S. Embassy in Peru. <https://pe.usembassy.gov/de-centralization-peru/>
- Long, E. (2020). Email. 27 November.
- Long W. L. (林朗為). (2020). Zoom interview. 25 November.
- Loo, S. P. (2009). Ethnicity and educational policies in Malaysia and Brunei Darussalam. *SA-eDUC Journal*, 6(2), 146–157.
- Low, K. C. P. (2008, June). *The father leadership with special reference to Negara Brunei Darussalam*. Chinese American Scholars Association: Casa E-Leader Conference, Krakow, Poland. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.566.1675&rep=rep1&type=pdf>
- Low, K. C. P. (2011). Malay leadership style, the Brunei perspective. *Conflict Resolution and Negotiation Journal*, (1), 14–34.
- Low, K. C. P., & Ang, S. L. (2013). Confucius' Teachings and Corporate Social Responsibility. In *Corporate Social Responsibility* (pp. 67–85). Springer.
- Low, K. C. P., Ang, S. L., & Md Zain, A. Y. (2012). The key principles of managing people: The Brunei perspective. *Educational Research*, 3(7), 594–602.
- Luque, R., & López, J. L. (2015). Es posible el Liderazgo en el Perú actual. In *Problemas y perspectivas en la política, empresa y sociedad Peruana* (p. 11–37). <http://repositorio.up.edu.pe/bitstream/handle/11354/972/CaravedoBaltazar.pdf?sequence=1&isAllowed=y>
- Ma, V., & Schoeneman, T. J. (1997). Individualism versus collectivism: A comparison of Kenyan and American self-concepts. *Basic and Applied Social Psychology*, 19(2), 261–273. <https://doi.org/10.1207/s15324834basp19027>
- Mac-Dermott, R., & Mornah, D. (2015). The role of culture in foreign direct investment and trade: Expectations from the GLOBE dimensions of culture. *Open Journal of Business and Management*, 3(1), 63–73. <http://dx.doi.org/10.4236/ojbm.2015.31>
- Machingura, F. (2012). *The messianic feeding of the masses: An analysis of John 6 in the context of messianic leadership in post-colonial Zimbabwe* (Vol. 8). Bamberg University Press.
- Mačkářová, V. K., & Balátová, V. (2011). Characteristics of Generation Y and its future occupation, comparison of opinions. *Human Resources Management & Ergonomics*, 5(1).
- Maddow, R. (2019). *Blowout: Corrupted democracy, rogue state Russia, and the richest, most destructive industry on Earth*. Crown Publishing Group.
- Madzar, S. (2005). Subordinates' information inquiry in uncertain times: A cross cultural consideration of leadership style effect. *International Journal of Cross Cultural Management*, 5(3), 255–274. <http://dx.doi.org.rps.hva.nl:2048/10.1177/1470595805058412>
- Maharaj, D. (2020). Zoom interview. 10 November.
- Mahsud, R., Yukl, G., & Prussia, G. (2010). Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. *Journal of Managerial Psychology*, 25(6), 561. <https://doi.org/10.1108/02683941011056932>

- Majome, J. (2020). Video interview. 19 October.
- Mandiyanike, D. (2012). The marginalised majority: Zimbabwe's women in rural local government. *Journal of African Elections*, 11(2), 75–92.
- Mandiyanike, D. (2020). Telephone interview. 9 November.
- Manrai, L. A., Manrai, A. K., Lascu, D., & Friedeborn, S. (2019). Determinants and effects of cultural context: A review, conceptual model, and propositions. *Journal of Global Marketing*, 32(2), 67–82. <https://doi.org/10.1080/08911762.2018.1449599>
- Mansel, P. (1995). *Constantinople: City of the worlds desire, 1453-1924*. Hachette UK.
- Manser, M. H. (2007). *The facts on file dictionary of proverbs*. Infobase Publishing.
- Maphosa, F. (2020). Telephone interview. 22 October.
- Mark, L. (2020). *Expat guide to Saudi Arabia*. Expatica. <https://www.expatica.com/sa/moving/about/an-introduction-to-saudi-arabia-71251/>
- Martin, K. (2010). The death of the big men: Depreciation of elites in New Guinea. *Ethnos* 75(1), 1–22.
- Martinez, P. G. (2005). Paternalism as a positive form of leadership in the Latin American context: Leader benevolence, decision-making control and human resources management practices. In Elvira, M. M. & Davilla, A. *Managing human resources in Latin America: An agenda for international leaders*, (pp. 75–93). Routledge.
- Mattman, O. (2020). Interview. 18 November.
- May, R. J. (2004). *State and society in Papua New Guinea: The first twenty-five years*. ANU Press.
- McIntosh, T. (2012). *Leadership Peruvian style*. iUniverse.
- McIntosh, T. A. (2007). *How Peruvians define and practice leadership* [Unpublished doctoral dissertation]. Regent University of Virginia Beach.
- Meier, J. (2020). Telephone interview. 20 October.
- Mensa Torras, M., & Grow, J. M. (2015). Creative women in Peru: Outliers in a machismo world. *Communication & Society*, 28(2), 1–18. <https://doi.org/10.15581/003282118>
- Meyer auf der Heyde, A. (2020). Zoom interview. 22 October.
- Mifsud, R. (2003). *Managing people in Malta* (1st ed.). Agenda.
- Minárová, M., Malá, D., & Smutný, F. (2020). Emotional intelligence of managers in family businesses in Slovakia. *Administrative Sciences*, 10(4), 84. <https://doi.org/10.3390/admsci10040084>
- Ministry for the Economy and Industry. (2020). *Digital Malta Strategy*. <https://economy.gov.mt/en/ministry/The-Parliamentary-Secretary/Pages/Malta-Digital-Economy-Vision.aspx>
- Mir, A. M. (2010). Leadership in Islam. *Journal of Leadership Studies*, 4(3), 69–72.
- Miroff, N. (2014, August 1). Gastón Acurio, the Super Chef Who Put Peruvian Cuisine on the World Map. *The Guardian*. [www.theguardian.com/lifeandstyle/2014/aug/01/gaston-acurio-celebrity-chef-peru](http://www.theguardian.com/lifeandstyle/2014/aug/01/gaston-acurio-celebrity-chef-peru)
- Mohamad, S. H. (2020). Interview. 19 November.
- Mole, J. (2003). *Mind your manners: Managing business cultures in new global Europe* (3rd ed.). Hachette UK.
- Moncada, V. (2020). Online lecture. 9 November.
- Moncada, V. (2020). Skype interview. 7 November.
- Morales, O. (2020). Zoom interview. 22 October.
- Moran, R. T., Harris, P. R., & Moran, S. V. (2011). *Managing cultural differences: Global leadership strategies for cross-cultural business success* (8th ed.). Routledge.
- Morganlatif. (2019). *How does empathy vary across different cultures?* <https://morganlatif.com/resources/how-does-empathy-vary-across-different-cultures>
- Morris, J., & Upchurch, B. (2017, January 11). *The Practices of Successful Middle Managers*. Business Know-how. <http://www.businessknowhow.com/manage/successfulmanager.htm>
- Muchechetera, C., Ganesh, L., & Karambwe, S. (2014). Effect of emotional intelligence on empowerment of business leaders in Zimbabwe. *International Journal of Science and Research*, 3(1), 302–307. <https://www.ijsr.net/archive/v3i1/MDIWMTM3Nzg=.pdf>
- Mugambwa, J., Amankwah, H., & Haynes, C. V. (2007). *Commercial and business organizations law in Papua New Guinea*. Routledge.

- Mukhtar, M. (2019, February 19). مواطنون: «الواسطة» تسيطر على الوظائف بـ «التنمية الإدارية». رئيس مجلس المديئين عبدالله. [https://m.alarab.qa/article/19/02/2019/1347610\\_z3ize40U0](https://m.alarab.qa/article/19/02/2019/1347610_z3ize40U0) بن ثاني بن عبدالله آل ثاني.
- Murphy, M. J., Macdonald, J. B., Antoine, G. E., & Smolarski, J. M. (2019). Exploring muslim attitudes towards corporate social responsibility: Are Saudi business students different? *Journal of Business Ethics*, 154(4), 1103-1118.
- Mwenje, J., & Mwenje, E. (2017). Leadership styles in organizations during harsh economic environments. *African Journal of Business Management*, 11(2), 27-46.
- Nag, O. S. (2017, August 1). *What Languages are spoken in Brunei*. Worldatlas. <https://www.worldatlas.com/articles/what-languages-are-spoken-in-brunei.html>
- Nagy, S. (2000). Dressing up downtown: Urban development and government public image in Qatar. *City & Society*, 12(1), 125-147. <https://doi.org/10.1525/city.2000.12.1.125>
- Nanayakkara, G. (1999). The study of best management practices in Sri Lanka's high performing companies. *Journal of Comparative International Management*, 2(1).
- Napieralski, M. (2018, June 10). *Qatar's class system explained*. Qatarexpats. <https://medium.com/qatarexpats/qatars-class-system-explained-2f3b68c602d1>
- Naudi, L. (2003). Comparing performance management systems. In G. Baldacchino, A. Caruana, & M. Grixiti (Eds.), *Managing people in Malta: Case studies in local human resource management practice* (pp. 167-188). Agenda.
- Nees, G. (2000). *Germany: Unravelling an enigma*. Nicholas Brealey.
- Neill P. & Alf S. (n.d.). *Cross Cultural Management Guide – Qatar*. Commisceo. <https://www.commisceo-global.com/resources/management-guides/qatar-management-guide>
- Nestor, R. (2013). *Updates-leadership in Saudi Arabia: Women's perspective*. <http://ftheblog.com/2013/09/12/leadership-in-saudi-arabia-womens-perspective/>
- Netherlands Worldwide. (n.d.). *Kingdom of Saudi Arabia. Doing business in the Gulf region*. <https://www.netherlandsworldwide.nl/doing-business-in-the-gulf-region/other-sectors-in-the-gulf-region/gcc-countries/saudi-arabia>
- Newham, J. (n.d.). *Work culture and labour market for expats in Saudi Arabia*. Expatbriefing. <https://www.expatbriefing.com/country/saudi-arabia/employment-and-business/work-culture-and-labour-market-for-expats-in-saudi-arabia.php>
- Ngai, G. (2005) Macau communities: Past, present and future. In L. S. Wiarda, & L. M. Cohen (Eds.), *Macau: Cultural dialogue towards a new millennium* (p. 108). Xlibris.
- Nguyen, L., Boehmer, T., & Mujtaba, B. (2012). Leadership and stress orientations of Germans: An examination based on gender, age, and government work experience. *Public Organization Review*, 12(4), 401-420. [https://www.academia.edu/35042371/Leadership\\_and\\_Stress\\_Orientations\\_of\\_Germans\\_An\\_Examination\\_Based\\_on\\_Gender\\_Age\\_and\\_Government\\_Work\\_Experience](https://www.academia.edu/35042371/Leadership_and_Stress_Orientations_of_Germans_An_Examination_Based_on_Gender_Age_and_Government_Work_Experience)
- Nicholas, F. (2020). Zoom interview. 17 November.
- Niemann, S. (2020). Personal communication, 19 November.
- Nk Sundaram. (2018, May 4). *Leadership skill training in Saudi Arabia*. [Video]. YouTube. <https://www.youtube.com/watch?v=uC3ASZdUXyg>.
- Noah, O. (2020). Interview. 18 November.
- Noah, O. (2020). Skype interview. 18 November.
- Nor Amin, N. A., Wuen, C. H., & Ismail, A. (2017). Leadership style desired by youth in Asia. *The Journal of Management Development*, 36(10), 1206-1215.
- Novotna, M. (2015). *Responsible leadership in post-communist countries: The case of the Slovak Republic* [Thesis, Louvain School of Management]. <http://hdl.handle.net/2078.1/thesis:2887>
- Noyes, A. H. (2020). *A New Zimbabwe, Assessing Continuity and Change. After Mugabe*. Rand Arroyo Center Santa Monica.
- OECD. (2015). *Multi-dimensional Review of Peru: Volume 1. Initial Assessment*. OECD. Development Pathways. OECD Publishing. <https://doi.org/10.1787/9789264243279-en>
- OECD. (2020). *How's Life? 2020: Measuring Well-being*. OECD. <https://doi.org/10.1787/ea714361-en>
- Office of Statistics. (2019, January). *Liechtenstein in figures 2019*. [https://www.llv.li/files/as/liechtenstein\\_in\\_figures\\_2019.pdf](https://www.llv.li/files/as/liechtenstein_in_figures_2019.pdf)

- Ooi, K. G. (Ed.). (2004). *Southeast Asia: a historical encyclopedia, from Angkor Wat to East Timor*. Abc-clio.
- Opatha, H. (2016). A framework for measuring labour-management relations. *Mentor, The Journal of Faculty of Commerce and Management, Eastern University*. 3(1), 1–10.
- Oral Gibbes. (2016, February 3). *Oral Gibbes Live Interview with Local Businessman Mr. Don Dughes* [Video]. YouTube. <https://youtu.be/25muWtpxOP8>
- Oral Gibbes. (2018, April 17). *Oral Gibbes Live Interview with Silveria Jacobs* [Video]. YouTube. <https://youtu.be/elAcnhAFeGk>
- Ortiz, F. A. (2020). Self-Actualization in the Latino/Hispanic culture. *Journal of Humanistic Psychology*, 60(3), 418–435. <https://doi.org/10/1177/0022167817741785-en>
- Othman, Z., Aird, R., & Buys, L. (2015). Privacy, modesty, hospitality, and the design of Muslim homes: A literature review. *Frontiers of Architectural Research*, 4(1), 12–23.
- Paiba, J. A. (2020). Zoom interview. 17 October.
- Pardo, C. (2019, October 18). *The 10 most multicultural cities in the world*. Plus Relocation. <https://www.topics.plusrelocation.com/post/102fre3/the-10-most-multicultural-cities-in-the-world#:~:text=Toronto%2C%20with% %20over%2014%20languages%20spoken>
- Pastor, L., & Veronesi, P. (2018). *Inequality aversion, populism, and the backlash against globalization*. National Bureau of Economic Research.
- Pathum Fernando. (2019, September 10). *Leadership and business development PIM MBA 512 - Qatar 2018 G3* [Video]. YouTube. <https://www.youtube.com/watch?v=SYB0cuHnl-o&feature=youtu.be>
- Patil, N. (2018, 13 November). *Malta CEOs 2019*. [https://issuu.com/contenthousegroup/docs/malta\\_ceos\\_issue\\_one\\_lr\\_final](https://issuu.com/contenthousegroup/docs/malta_ceos_issue_one_lr_final).
- Pehe, J. (1992). Czechs and Slovaks define postdivorce relations. *RFE/RL Report*, 13.
- Pek, C. (2019). Richest royals in the world. *Tatler*. <https://ph.asiatatler.com/the-richest-royals-in-the-world>.
- Peters, H., & Kabacoff, R. (2010). *Global or local: The impact of country culture on leadership style in Europe*. Management Research Group.
- Petit, L. (2020). Zoom interview. 11 November.
- Pickles, D. (2018, November 18). *Charles de Gaulle : President of France*. <https://www.britannica.com/biography/Charles-de-Gaulle-president-of-France>
- Pike, F. B. (1977). *The United States and the Andean Republics: Peru, Bolivia, and Ecuador*. Harvard University Press.
- Poli, L. K. (2012). *Cross-cultural servant-leadership for the seventh-day adventist church in Papua New Guinea* [Dissertation]. Andrews University.
- Popescu, A. (2017). Trends in tourism demand in the top visited European countries. *Scientific Papers–Series Management Economic Engineering in Agriculture and Rural Development*, 17(4), 245–252.
- PriceWaterhouseCoopers. (2009). *Arab women leadership outlook*. <https://www.pwc.com/gx/en/women-at-pwc/assets/arab-women-leadership-outlook.pdf>
- Prideaux, M. (2006). *Leadership in Papua New Guinea: Exploring Context and Barriers*. Proceedings of the 20th ANZAM (Australian New Zealand Academy of Management) Conference on Management: Pragmatism, Philosophy, Priorities. Rockhampton: Central Queensland University.
- Prideaux, M. (2018). *Power: The influencing role of Wontok; a Papua New Guinean context*. Conference Proceedings: International Studying Leadership Conference. <http://wp.lancs.ac.uk/islc-2018/files/2018/11/Prideaux.pdf>
- Proven Marketing Team. (2019, August 29). *Business Etiquette in Saudi Arabia*. Proven. <https://proven-sa.com/2019/08/doing-business-in-saudi-arabia/>
- Pučko, D., Remišová, A., & Lašáková, A. (2013). Culture and leadership preferences in Slovakia and Slovenia: Comparative study based on the GLOBE student research. *Ekonomický časopis*, 61(4), 376–395. <https://www.ceeol.com/search/article-detail?id=227059>
- Punnett, B. J. (2006). The potential impact of cultural values on effective management in the English-speaking Caribbean. *Journal of Eastern Caribbean Studies*, 31(1), 37–55.
- Punnett, B. J., & Greenidge, D. (2009). Cultural mythology and global leadership in the Caribbean islands. In E. H. Kessler, & D. J. Wong-Mingji, *Cultural mythology and global leadership* (pp. 65–78). Edward Elgar Publishing.

- PwC. (2018, November 8). *PwC Global Family Business Survey 2018: Johan H. Andersen, Ferd.* [Video]. YouTube. [https://www.youtube.com/watch?v=GQ4VweTk-kU&feature=emb\\_title&ab\\_channel=PwC&app=desktop](https://www.youtube.com/watch?v=GQ4VweTk-kU&feature=emb_title&ab_channel=PwC&app=desktop)
- Qatar America Institute for Culture. (2018, August 10). *Qatar and the art of leadership: Dr. Mohamed Al-Mulla* [Video]. YouTube. <https://www.youtube.com/watch?v=exD0I5SuWQ&feature=youtu.be>
- Qatar-living. (2017). *Sheikh Jassim bin Mohammed Al Thani, a true leader of his time.* <https://www.qatarliving.com/forum/qatari-culture/posts/sheikh-jassim-bin-mohammad-al-thani-true-leader-his-time>
- Qazi, S. (2015). In Qatar, Education Drives Workforce Shifts for Women. *Al-Fanar Media*. October 03, 2020. <https://www.al-fanarmedia.org/2015/08/in-qatar-education-drives-workforce-shifts-for-women/>
- Quaderer, D. (2020). Interview. 18 November.
- Radant, O. (2020). Telephone interview. 28 October.
- Rahim, M. A., & Psenicka, C. (2005). Relationship between emotional intelligence and effectiveness of leader role: A dyadic study in four countries. *International Journal of Organizational Analysis*, 13(4), 327–342. <https://doi.org/10.1108/eb029010>
- Rahim, M. A., Psenicka, C., Oh, S., Polychroniou, P., Dias, J. F., Rahman, S., & Ferdausy, S. (2006). Relationship between emotional intelligence and transformational leadership: A cross-cultural study. *Current Topics in Management*, 11, 221–234. <https://www.researchgate.net/publication/281069552>
- Rahman, I. (2020). Zoom interview. 24 October.
- Rajan, S., & Krishnan, V. R. (2002). Impact of gender on influence, power and authoritarianism. *Women in Management Review*, 17(5), 197–206. <https://doi.org/10.1108/09649420210433157>
- Ratnamaheson, M. (2020). Zoom interview. 11 November.
- Rauch, J. E., & Kostyshak, S. (2009). The three Arab worlds. *Journal of Economic Perspectives*, 23(3), 165–88.
- Razum, O., Sahin-Hodoglugil, N. N., & Polit, K. (2005). Health, wealth or family ties? Why Turkish work migrants return from Germany. *Journal of Ethnic and Migration Studies*, 31(4), 719–739. <https://doi.org/10.1080/13691830500109894>
- Recht, R., & Wilderom, C. (1998). Preface: Latin America's Dual Reintegration. *International Studies of Management & Organization*, 28(2), 3–17. <https://www.jstor.org/stable/40397403>
- Reilly, B. (2008). Ethnic conflict in Papua New Guinea. *Asia Pacific Viewpoint*, 49(1), 12–22.
- Ritchie, J. (Ed.). (2015). *Papua New Guinea and the world: Papers from the 4th annual ADRI PNG Symposium.* Alfred Deakin Research Institute, Deakin University.
- Rivas-Siedel, B. (2020). Zoom interview. 18 November.
- Romaine, S. (1989). English and Tok Pisin (New Guinea Pidgin English) Papua New Guinea. *World Englishes*, 8(1), 5–23.
- Rome Reports in English (2011, September 15). *Order of Malta Grand Master: "We are a bottom-up rather than top-down organization"* [Video]. YouTube. <https://www.youtube.com/watch?v=NxKh64pSRMI&app=desktop>
- Romero, E. J. (2004). Latin American leadership: El Patrón & El Líder Moderno. *Cross Cultural Management: An International Journal*, 11(3), 25–37. <https://doi.org/10.1108/13527600410797828>
- RTVMalacanang. (2013, October 5). *Interview with Ms. Tawny R. Palma 10/5/2013* [Video]. YouTube. <https://www.youtube.com/watch?v=nienviQsAOE>
- Sadri, G., Weber, T. & Gentry, W. (2011). Empathic emotion and leadership performance: An empirical analysis across 38 countries. *The Leadership Quarterly*, 22(5), 818–830. <https://doi.org/10.1016/j.leaqua.2011.07.005>
- Sahid, N. B. (1998). An empirical examination of market orientation in Saudi Arabian manufacturing companies. *Journal of Business Research*, 43(1), 13–25.
- Samaratunge, R., & Bennington, L. (2002). New public management: challenge for Sri Lanka. *Asian Journal of Public Administration*, 24(1), 87–109. <https://doi.org/10.1080/02598272.2002.10800395>
- Şan, D., & Bayraktar, O. (2017). Liderlik tarzlarının inovasyonla ilişkisi: Lojistik sektöründe bir uygulama. *International Journal of Research in Business and Social Science*, 6(5), 68–86.
- Saridakis, G., & Cooper, C. L. (Eds.). (2013). *How can HR drive growth?* Edward Elgar Publishing.

- Saundry, R., Adams, D., Ashman, I., Forde, C., Wibberley, G., & Wright, S. (2016). *Managing individual conflict in the contemporary British workplace* (No. 02/16). Acas. <https://archive.acas.org.uk/media/4561/Managing-individual-conflict-in-the-contemporary-British-workplace/pdf/Managing-individual-conflict-in-the-contemporary-british-workplace.pdf>
- Sawe, B. E. (2017). *What languages are spoken in Slovakia?* WorldAtlas. <https://www.worldatlas.com/articles/what-languages-are-spoken-in-slovakia.html>
- Schlerf, P. (2020, August 21). *The surprising UK business culture - Expat Guide to the United Kingdom*. Expatica. <https://www.expatica.com/uk/employment/employment-basics/the-surprising-uk-business-culture-103526/>
- Schneider, J., & Littrell, R. F. (2003). Leadership preferences of German and English managers. *The Journal of Management Development*, 22(1), 130–148.
- Schramm-Neilsen, J. (2001). Cultural dimensions of decision-making: Denmark and France compared. *Journal of Managerial Psychology*, 16(6), 404–423. <https://doi.org/10.1108/02683940110402389>
- Schranz, K. (2018, 13 November). *Malta CEOs 2019*. [https://issuu.com/contenthousegroup/docs/malta\\_ceos\\_issue\\_one\\_lr\\_final](https://issuu.com/contenthousegroup/docs/malta_ceos_issue_one_lr_final).
- Schroevers, S., Doğan, A., & Higgins, C. (2020). *Semester syllabus and reader for the Cross-cultural Business Skills Minor* [Txtbk]. Amsterdam University of Applied Sciences: CCBS-Press.
- Schwartz, A. L., Galliher, R. V., & Domenech Rodríguez, M. M. (2011). Self-disclosure in Latinos' intercultural and intracultural friendships and acquaintanceships: Links with collectivism, ethnic identity, and acculturation. *Cultural Diversity and Ethnic Minority Psychology*, 17(1), 116–121. <https://doi.org/10.1037/a0021824>
- Schweitzer, J. (2014). Leadership and innovation capability development in strategic alliances. *Leadership & Organization Development Journal*, 35(5). <https://doi.org/10.1108/loj-01-12-0001>
- Scroope, C. (2016). *Papua New Guinean Culture*. Cultural Atlas. <https://culturalatlas.sbs.com.au/papua-new-guinean-culture/papua-new-guinean-culture-business-culture#papua-new-guinean-culture-business-culture>
- Scroope, C. (2017). *Bangladeshi Culture*. <https://culturalatlas.sbs.com.au/bangladeshi-culture/bangladeshi-culture-references#bangladeshi-culture-references>
- Seilerová, M. (2019). The consequences of psychosocial risks in the workplace in legal context. *Central European Journal of Labour Law and Personnel Management*, 2(1), 47–60. <https://www.ceol.com/search/article-detail?id=784233>
- Selvarajah, C., Meyer, D., & Bose, T. (2018). Organisational leadership in Bangladesh: An investigation of managerial response to a change environment. *Contemporary Management Research*, 14(1), 21–52. <https://doi.org/10.7903/cmr.18341>
- Selvarajah, C., Meyer, D., Jayakody, J. A. S. K., & Sukunesan, S. (2020). Managerial perceptions of leadership in Sri Lanka: Good management and leadership excellence as foundation for sustainable leadership capacity building in post-civil war Sri Lanka. *Sustainability*, 12(4), 1307. <https://doi.org/10.3390/su12041307>
- Seppälä, E., & Cameron, K. (2015). Proof that positive work cultures are more productive. *Harvard Business Review*. 12(1), 44–50. <https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>.
- Seran Dilshan. (2018, August 31). *MBA 512: Interview with a Sri Lankan Business Leader - Mr. Gamini Kannangara* [Video]. YouTube. <https://www.youtube.com/watch?v=BleQjzPIIj>
- Seshadri, D. V. R., Sasidhar, K., & Nayak, M. (2014). Integrative framework for spirituality in leadership. *Indian Institute of Management Udaipur Research Paper Series*, (2012-2171274). <https://doi.org/10.2139/ssrn.2532321>
- Seyal, A. H., Yussof, A., Mohammad, A., & Rahman, A. N. (2012). Exploring CEO's leadership and E-commerce adoption among Bruneian SMEs. *The South East Asian Journal of Management*, 6(1), 33–52.
- Shafai, A. A. (2020). Servant-leadership in higher education in Saudi Arabia. *The International Journal of Servant-Leadership*, 12(1), 297–335.



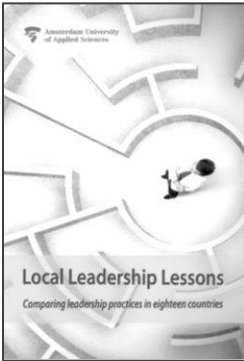
- Sharfman, A. (2019). *Research report on population estimates by ethnic group and religion*. Office for National Statistics. <https://www.ons.gov.uk/peoplepopulationandcommunity/populationestimates/articles/researchreportonpopulationestimatesbyethnicgroupandreligion/2019-12-04>
- Shiavault. (n.d.). *The characteristics of a Muslim. Hospitality towards guests*. <https://www.shiavault.com/books/the-characteristics-of-a-muslim/11-hospitality-guests/>
- Siereveld, J. (2013). Top-down of bottom-up? *P&B Improvement*. <https://penbimprovement.com/leiderschap/top-down-bottom-up/>
- Sinek, S. (2014). *Leaders eat last. Why some teams pull together and others don't*. Penguin.
- Smith, P. B., Torres, C. V., Hecker, J., Chua, C. H., Chudzikova, A., Degirmencioglu, S., & Yanchuk, V. (2011). Individualism–collectivism and business context as predictors of behaviors in cross-national work settings: Incidence and outcomes. *International Journal of Intercultural Relations*, 35(4), 440–451. <https://doi.org/10.1016/j.ijintrel.2011.02.001>
- Snoj, J. (2019, August 15). *Population of Qatar by nationality – 2019 report*. Priya Dsouza Communications. <https://priyadsouza.com/population-of-qatar-by-nationality-in-2017/>
- Sokro, E. (2012). Analysis of the relationship that exists between organisational culture, motivation and performance. *Problems of Management in the 21<sup>st</sup> Century*, 3, 106–139.
- Sovereign Wealth Fund Institute. (n.d.). *Top 91 largest sovereign wealth funds by total assets*. Retrieved on 23 September 2020 from <https://www.swfinstitute.org/fund-rankings/sovereign-wealth-fund>
- Spears, L. C. (1998). Introduction. In L. C. Spears (Ed.), *The power of servant leadership*. Berrett-Koehler.
- Startup Grind Local. (2019, March 29). *Tomas Hasala. CEO, Nexteria at Startup Grind Bratislava*. [Video]. YouTube. <https://www.youtube.com/watch?v=8uN-loWIML4>
- Statistisk Sentralbyrå. (2020, November 23). *Key figures for the population*. <https://www.ssb.no/en/befolkning/nokkeltall/population>
- Statkraft. (2019). *Annual report 2019*. <https://www.statkraft.com/globalassets/1-statkraft-public/05-investor-relations/4-reports-and-presentations/2019/q4-2019/statkraft-as-annual-report-2019.pdf>
- Stephenson, M. L. (2014). Deciphering 'Islamic Hospitality': Developments, challenges and opportunities. *Tourism Management*, 40, 155–164.
- Suleiman, E. N. S., Jaïdi, Y. J., & Bournois, F. B. (2017). *La Prouesse française : Le management du CAC 40 vu d'ailleurs*. Odile Jacob.
- Sully de Luque, M. F., & Arbaiza, L. A. (2005). The complexity of managing human resources in Peru. *The International Journal of Human Resource Management*, 16(12), 2237–2253. <https://doi.org/10.1080/09585190500358661>
- Talib, N. S. (2002). A resilient monarchy: The Sultanate of Brunei and regime legitimacy in an era of democratic nation-states. *New Zealand Journal of Asian Studies*, 4(2), 134–147. [http://www.nzasia.org.nz/downloads/NZIAS-Dec02/4\\_2\\_8.pdf](http://www.nzasia.org.nz/downloads/NZIAS-Dec02/4_2_8.pdf)
- Talukder, D. (2011). Estimation of population and foodgrain production in Bangladesh by 2025: A Simple moving average approach to a time series analysis. *Bangladesh Journal of Sociology*, 8, 4–16. [https://www.researchgate.net/figure/Projected-Population-in-Bangladesh-by-2020\\_fig1\\_260422167](https://www.researchgate.net/figure/Projected-Population-in-Bangladesh-by-2020_fig1_260422167)
- Tao, J., Jiang, W., Liu, C., Yang, X., Zhang, W., & Zhang, H. (2017). New employee intention to leave and consequent work performance: Does leadership style matter? *Social Behavior and Personality: An International Journal*, 45(10), 1707–1722.
- Taormina, R. J., & Selvarajah, C. (2005). Perceptions of leadership excellence in ASEAN nations. *Leadership*, 1(3), 299–322. <https://doi.org/10.1177/1742715005054439>
- Tayeb, M. (1994). Organizations and national culture. Methodology considered. *Organization studies*, 15 (3), 429–445
- TEDx. (2014). *Birleşiren Liderlik: Fazil Oral at TexReset 2014*. [Video]. YouTube. <https://www.youtube.com/watch?v=scEuP-womDU>
- TEDx. (2016a, February 1). *Sen İyî Bir Lider Misin? Sahin Tulga* [Video]. YouTube. <https://www.youtube.com/watch?v=VpyTXLQCW0s>
- TEDx. (2016b, July 25). *Peter Anderton: Great leadership comes down to only two rules* [Video]. YouTube. <https://www.youtube.com/watch?v=oDsMmfLjd4>

- TEDx. (2018). *My Journey as an Entrepreneur | Rajitha Dahanayake | TEDxKandy* [Video]. YouTube. <https://www.youtube.com/watch?v=-tcTVL1yb8&t=18s>
- TEDx. (2019). *Unequal power and unequal sacrifice. Gregory Aboud TEDxPortofSpain* [Video]. YouTube [https://www.youtube.com/watch?v=WI4glKo\\_1E4](https://www.youtube.com/watch?v=WI4glKo_1E4)
- Tekere, M., Hurungo, J. & Rusare, M. (2003). *WTO agreement on agriculture: The implementation experience – Zimbabwe*. Food and Agricultural Organization of the United Nations. <http://www.fao.org/docrep/005/Y4632E/y4632e0y.htm#fn114>
- Teneau, G. (2014). *Empathie et compassion en entreprise*. NBN International.
- Thake, A. M. (2003). Performance management in the Maltese public service. In G. Baldacchino, A. Caruana, & M. Grixti (Eds.), *Managing people in Malta: case studies in local human resource management practice* (pp. 111–149). Agenda.
- The African Dream Group. (2019, May 5). *5 Foundations that guide Joe Mutizwa* [Video]. YouTube. [https://www.youtube.com/watch?v=hj\\_a0HWhigk&ab\\_channel](https://www.youtube.com/watch?v=hj_a0HWhigk&ab_channel)
- The Malta Chamber. (2019, February 12). When female leaders are under-represented, this has a long-term negative impact on girls and young women. <https://www.maltachamber.org.mt/en/when-female-leaders-are-under-this-has-a-long-term-negative-impact-on-girls-and-young-women>
- The World Bank. (2019). *Population, total – Qatar*. <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=QA>
- The World Bank. (n.d.). *Land area (sq. km) - France, European Union*. [https://data.worldbank.org/indicator/AG.LND.TOTL.K2?locations=FR-EU&most\\_recent\\_value\\_desc=true](https://data.worldbank.org/indicator/AG.LND.TOTL.K2?locations=FR-EU&most_recent_value_desc=true)
- Times of Malta. (2004, January 18). Talk on stress management by Dr Alfred Darmanin, S.J. <https://www.timesofmalta.com/articles/view/20040118/business/talk-on-stress-management-by-dr-alfred-darmanin-sj.132102>
- Times of Malta. (2016, July 14). Maltese Moving up management hierarchy. <https://timesofmalta.com/articles/view/Maltese-moving-up-management-hierarchy.618784>
- Tirmizi, S. A., Williams, K., & Tirmizi, S. N. (2019). Leading responsibly: Relevance of the major leadership theories in the Caribbean context. *Journal of Leadership, Accountability and Ethics*, 16(4), 111–124.
- Titrek, O., Bayrakci, M., & Gunes, D. Z. (2014). Barriers to women's leadership in Turkey. *The Anthropologist*, 18(1), 135–144. <https://doi.org/10.1080/09720073.2014.11891529>
- Tivinarlik, A., & Wanat, L. C. (2006). Leadership styles of New Ireland high school administrators: A Papua New Guinea study. *Anthropological and Education Quarterly*, 1–20
- Tomalin, B., & Nicks, M. (2007). *The world's business cultures, and how to unlock them*. Thorogood Publishing.
- Tommy, P. F., & Oetzel, J. G. (2019). Managerial and Employee Conflict Communication in Papua New Guinea: Application of the Culture-Based Social Ecological Conflict Model. *Negotiation and Conflict Management Research*, 12(3), 213–233.
- Traore, A. (2020). Skype interview. 18 November.
- Trompenaars, F., & Hampden-Turner, C. (2011). *Riding the waves of culture. Understanding cultural diversity in business*. Nicholas Brealey Publishing.
- Trygstad, S., & Hagen, I. (2007). *Ledere i den norske modellen*. Fafo. <https://www.fafo.no/en/publications/fafo-reports/item/ledere-i-den-norske-modellen>
- Tsui, A. S., Schoonhoven, C. B., Meyer, M. W., Lau, C. M., & Milkovich, G. T. (2004). Organization and management in the midst of societal transformation: The People's Republic of China. *Organization science*, 15(2), 133–144.
- Uddin, M. A. (2015). Exploring the leadership style of Dr Muhammad Yunus at Grameen Bank of Bangladesh. *Skyline Business Journal*, 10(1), 43–49. [https://www.researchgate.net/publication/267643303\\_Exploring\\_the\\_Leadership\\_Style\\_of\\_Dr\\_Muhammad\\_Yunus\\_at\\_Grameen\\_Bank\\_of\\_Bangladesh](https://www.researchgate.net/publication/267643303_Exploring_the_Leadership_Style_of_Dr_Muhammad_Yunus_at_Grameen_Bank_of_Bangladesh)
- Ugursal, V. I. (2011). Energy use and changing energy policies of Trinidad and Tobago. *Energy Policy*, 39(10), 5791–5794.
- Ulc, O. (1996). Czechoslovakia's velvet divorce. *East European Quarterly*, 30(3), 331–352.

- UNESCO. (n.d.). *France: Properties inscribed on the World Heritage List*. Retrieved on November 22, 2020 from <https://whc.unesco.org/en/statesparties/fr>
- University of Melbourne. (2020, July 17). *Southeast Asian legal research guide: Introduction to Brunei and its legal system*. <https://unimelb.libguides.com/c.php?g=402982&p=4622754>
- Valloir, L. (2019). *Économie. Économie, (734/735)*, 1–3.
- Van Dierendonck, D., & Nuijten, I. (2011). Servant leadership: A review and synthesis. *Journal of management, 37*(4), 1228–1261.
- Van Dongen, J. K. (2020). Zoom interview. 1 November.
- Vargic, B. (2020). Interview. 10 November.
- Vargic, B., & Luptakova, S. (2003). Managerial style and its managerial implications for organizations in the Slovak republic. *Journal of Business Economics and Management, 4*(1), 36–44.
- Veenendaal, W. P. (2015). A big prince in a tiny realm: Smallness, monarchy, and political legitimacy in the principality of Liechtenstein. *Swiss Political Science Review, 21*(2), 333–349. <https://doi.org/10.1111/spsr.12138>
- Vella, K. (2018, June 3). Why Britain's education system is still one of the best. *Times of Malta*. <https://timesofmalta.com/articles/view/why-britains-is-still-one-of-the-best.680775>
- Vella, R. (2020). Leadership and women: The space between us. Narrating the stories of senior female educational leaders in Malta. *Educational Management Administration & Leadership, 20*(10)1–19. <https://doi.org/10.1177/1741143220929034>.
- Von Bose, A. (2014). *Top im Gesundheitsjob*. Springer Verlag.
- Waldman, S., & Caliskan, E. (2017). *The new Turkey and its discontents*. Oxford University Press.
- Walton, G. W. (2019). *Governance and corruption in PNG's public service: Insights from four subnational administrations*. Development Policy Centre, Australian National University.
- Walton, G., & Jackson, D. (2020). *Reciprocity networks, service delivery, and corruption: The wantok system in Papua New Guinea* (U4 Issue 2020:1). Chr. Michelsen Institute. <https://www.u4.no/publications/reciprocity-networks-service-delivery-and-corruption-the-wantok-system-in-papua-new-guinea>
- Wang, H., Han, X., & Li, J. (2020). Supervisor narcissism and employee performance: A moderated mediation model of affective organizational commitment and power distance orientation. *Basic and Applied Social Psychology, 1*–16. <https://doi.org/10.1080/01973533.2020.1810042>
- Ware, N. C., Hopper, K., Tugenberg, T., Dickey, B., & Fisher, D. (2008). A theory of social integration as quality of life. *Psychiatric Services, 59*(1), 27–33. <https://ps.psychiatryonline.org/doi/full/10.1176/ps.2008.59.1.27>
- Warner-Söderholm, G. (2012). Culture Matters: Norwegian Cultural Identity Within a Scandinavian Context. *SAGE Open, 2*(4), 1–12. <https://doi.org/10.1177/2158244012471350>
- Wattier, P. (2011). *Les sept clés du leadership* (French ed.). L'Archipel.
- Weershinghe, R. (2020). Email. 3 December.
- Wefers, M. (2020). Zoom interview. 4 November.
- Wickramasinghe, D., & Hopper, T. (2005). A cultural political economy of management accounting controls: A case study of a textile Mill in a traditional Sinhalese village. *Critical Perspectives on Accounting, 16*(4), 473–505. <https://doi.org/10.1016/j.cpa.2003.07.001>
- Wickramasinghe, D., Hopper, T., & Rathnasiri, C. (2004). Japanese cost management meets Sri Lankan politics. *Accounting, Auditing & Accountability Journal, 17*(1), 85–120. <https://doi.org/10.1108/09513570410525229>
- Wilhelm, S. (2020). Interview. 19 November.
- Wilkesmann, U., Fischer, H., & Wilkesmann, M. (2009). Cultural characteristics of knowledge transfer. *Journal of Knowledge Management, 13*(6), 464–477. [https://www.researchgate.net/publication/220363368\\_Cultural\\_of\\_knowledge\\_transfer](https://www.researchgate.net/publication/220363368_Cultural_of_knowledge_transfer)
- Wiltshire, E. D. (2012). Transformational leadership: What's your motivation. *Leadership Advance, 22*, 1–7.
- Witziers, B., Bosker, R. J., & Kruger, M. L. (2003). Educational leadership and student achievement: The elusive search for an association. *Educational Administration Quarterly, 39*(3), 398–425.

- Wolf, S. (2015). Different Approaches, Different Results in Small State Studies: Complementary Views on the Monarchy and Traditional Governance in Liechtenstein. *Swiss Political Science Review*, 21(2), 350–361. <https://doi.org/10.1111/spsr.12151>
- Wong, J., Koh, W. C., Alihan, M. F., Aziz, A. B. A., & Naing, L. (2020). Responding to COVID-19 in Brunei Darussalam: Lessons for small countries. *Journal of Global Health*, 10(1). <https://doi.org/10.7189/jogh.10.010363>
- Wong, P. T., & Page, D. (2000). *A conceptual framework for measuring servant-leadership. The human factor in shaping the course of history and development*. Trinity Western University.
- World Association for Sustainable Development. (2019, August 2). *Women leadership in higher education in Saudi Arabia*. [Video]. YouTube. <https://www.youtube.com/watch?v=iU4rhVfJmH4>
- World Health Organization. (2016). *World health statistics 2018: Monitoring health for the SDGs, sustainable development goals*. Geneva. Licence: CC BY-NC-SA 3.0 IGO.
- World University of Bangladesh. (n.d.). *Vice Chancellor Profile*. [https://wub.edu.bd/main/vice\\_chancellor\\_profile#](https://wub.edu.bd/main/vice_chancellor_profile#)
- Worldometers. (n.d.). *Saudi Arabia Oil Reserves, Production and Consumption Statistics*. Worldometers. Retrieved on October 16, 2020, from <https://www.worldometers.info/oil/saudi-arabia-oil/>.
- WorldWise Coaching and Training LLC. (2020, June 30). *WorldWise Communications Lesson 13: What is an interculturalist? Andre Juriga joins me from Slovakia* [Video]. YouTube. <https://www.youtube.com/watch?v=QX4aBTNMZyI>
- Worthington-Eyre, G. (2020). Zoom interview. 24 November.
- Wu, M., & Xu, E. (2012). Paternalistic leadership: From here to where? In X. Huang & M. H. Bond (Eds.), *Handbook of Chinese organizational behavior: Integrating theory, research and practice* (pp. 449–466). Edward Elgar.
- Wunderer, R. (2007). Verhaltensleitsätze in Märchen und Management—ein Vergleich. *German Journal of Human Resource Management*, 21(2), 138–167.
- XING. (2019, July 16). *XING Talk: Innovative Führung: Mit mehr Mut und Freiraum zu einer modernen Unternehmenskultur* [Video]. YouTube. [https://www.youtube.com/watch?v=f0\\_z&index=1](https://www.youtube.com/watch?v=f0_z&index=1)
- Yackely, A. J. (2015, May 28). *17 facts about Turkey that will surprise you*. Metadornetwork. <https://matadornetwork.com/notebook/17-facts-turkey-will-surprise/>
- Yes Inspire. (2017, January 17). *Ahmad Husaini on Leadership* [Video]. YouTube. <https://youtu.be/o7eNtRSJksY>
- Young, W. D. (1997). Nonviolent alternatives among the Enga of Papua New Guinea Highlands. *Social Alternatives*, 16(2), 42
- Zakhidov, D. (2015). K-12 education in Qatar. In K. C. Ulrichsen & A. Marnicio (Eds.), *The 2015 Doha conference: Findings from the student-led public diplomacy program* (pp. 9–13). Rice University's Baker Institute for Public Policy.
- Zammit, E. L. (1984). *A colonial inheritance. Maltese perception of work, power and class structure with reference to the labour movement*. Malta University Press.
- Zammit, E. L. (1996). Changes in Work Culture. Inguanez, J. (Ed.) *General Human Development Report Malta 1996* (pp. 36–41). United Nations Development Programme.
- Zhu, Q. (2020). Zoom interview. 11 November.
- Zim Needs Empathetic Leadership – Mzembi (2020, January 29). *Dailynews*. <https://dailynews.co.zw/articles-2012-12-11-zim-needs-empathetic-leadership-mzembi/>
- Zimmer-Tamakoshi, L. (1997). The last big man: Development and men's discontents in the Papua New Guinea highlands. *Oceania*, 68(2), 107–122.
- Гонга, И., & Гонтова, Л. (2020). Словацко-белорусские культурные отношения. *Проблемы постсоветского пространства*, 6(4), 450–463. <https://doi.org/10.24975/2313-8920-2019-6-4->

## Selected previous CCBS editions



### **Local Leadership Lessons**

Comparing leadership practices in eighteen countries

2017, HvA CCBS minor

ISBN 978-90-79646-37-1



### **World-wide workforce**

An intercultural benchmark of  
global recruiting practices

2015, HvA CCBS minor

ISBN 978-90-79646-25-8



### **Where cultures meet**

A cross-cultural comparison of  
business meeting styles

2013, HvA minor CCBS

ISBN 978-90-79646-17-3

'Localising Leadership' provides an invaluable reference point for senior executives or those striving towards a successful cross-border career, to understand how cultural differences impact upon leadership styles and practices. Each semester, we publish a report on our quantitative survey-based global study, alongside our review of extant in-country leadership literature, preferably written by local scholars and professionals in their native language. Moreover, we attempt to empirically validate these findings by conducting expert interviews with native specialists. This new issue of our ongoing leadership series presents country-specific analyses of culturally endorsed leadership practices and styles in the following countries: Bangladesh, Brunei, France, Germany, Liechtenstein, Macau, Malta, Norway, Papua New Guinea, Peru, Qatar, Saint Martin, Saudi Arabia, Slovakia, Sri Lanka, Trinidad and Tobago, Turkey, United Kingdom and Zimbabwe. This publication contains contributions from around 100 researchers from sixteen countries who participated in the Cross-Cultural Business Skills elective offered by the Part-time Academy of the Faculty of Business and Economics at the Amsterdam University of Applied Sciences (HvA).

The following people contributed: Akin İnan, Amir Mohseni, André Bautista, Anoushka Mahabiersing, Beryar Karim, Brahim Moujalis, Chaimae Ouakadda, Charlene Jacobs, Charlotte Lapré, Ciska List, Darcy Mpiani, Daron Özdemir, Debbie Huuskes, Debby Sellathurai, Denice Groen, Dennis Anthony, Devi de Zeeuw, Diamond Amankwa, Dylan Deighton, Ehab Galal Ahmed Khalil Abdelmola, Elianne Bervoets, Emma Riksen, Eren Can Cesur, Eromosele Odion Akhaine, Farukh Wahidi, Gilian Tjong-Ayong, Guusje Brand, Hamlin Ali El Azab, Hilda Çivilidağ, Husna Pekcan, Iman Assalmi, Imma van Berkel, Irina Klöthe, Irwan Sarwaji, Ishara Padarath, Ismaïl Alouch, Izél Gün, Jalal Salahi, Jan Grönefeld, Jennifer P Cruz, Jill Scholte, Joëlle Klinkhamer, Jorn Haverkort, Joselin Suarez Palomino, Juno Babeliowsky, Karla Troncoso, Kjell Leknes, Liam Wilson, Ma Ericca Alejandrino, Maarten Zonneveld, Magdalena Valle Huamán, Maikel Spaan, Manos Mavropoulos, Mariam Al Saleem, Marouane El Kouaa, Maxime van Hoeve, Melissa Eijsbouts, Meltem İlk, Nathan Lagarrigue, Nina Klapper, Nirusan Tharmakulasothy, Omar Shahin, Otua Moulen, Patrick McCutcheon, Paul-Antoine Sage, Pepijn Rottier, Quico Boontje, Renée Iris Groen, Rik Hameleers, Sadaf Arya, Samir Ajjaji, Sander Christiaensen, Sarah Farah, Sasemah Yeboah Frempong, Sem Peters, Sergio Constan Aniceto, Shanaia Goedoen, Sophie Zhang, Stefan Geijselaers, Steven Cijntje, Sümeyra Çamlıdağ, Thomas Ayad, Tiên Bui, Tim Weibert, Tom Sijm, Xander Jansen, Yassine Tekfaoui, Yin Long Zheng and Zakaria Abou.



**CROSS-CULTURAL  
BUSINESS SKILLS**

