



**Management and
Business
Administration
Doctoral School**

THESIS SUMMARY

for

Dávid Bauer

Leadership and its characteristics in Slovak organizations

The results of the Slovakian GLOBE study

Ph.D. thesis

Supervisor:

Dr. Gyula Bakacsi

Associate professor

Budapest, 2014

**Institute of management and organization
Department of organization behaviour**

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I. Background of the research and justification of topic

Can be internationally operationalized leadership styles considered as effective in Slovak organization environment? What are those leadership patterns that can be found in Slovak organization environment? What behaviours are generally accepted as supporting effective leadership and what are those that are considered as jeopardizing it. There is no doubt that these questions can not be answered without analyzing leadership and understanding factors that influence it.

In the last decade the Slovak labour market, including superior–subordinate relations, has changed dramatically. Digitalisation and networking to a great extent, as well as the appearance of multinational companies have put this formal and psychological relationship system onto a new basis. While in 1993, after the birth of Slovakia, the newly-privatized companies were mostly still in domestic hands and headed by domestic managers - and while the level of foreign investment in 1997 was still about 1 928 million EUR - foreign direct investment (FDI) in 2009 reached 26 803 million EUR¹.

Thus, there has probably been no employee who has not experienced the influence of foreign management streaming into the country.

After the shift to the market economy, many state-owned companies have proved that they cannot stand on their own two feet and be competitive in international markets. A number of these companies were poorly managed, which fact led to high debts and holding onto obsolete technologies. So they had two choices: either to attain financial resources to strengthen their domestic presence and to improve efficiency via restructuring the companies - or to succeed with external help, through being bought out (Buzády, 2010).

These employees, as strategic resources, faced new challenges with the newly emerging system. Besides privatization itself and acceptance of foreign control, they had to get accustomed with the management style of foreign leaders, the language barriers, the ideas of leaders educated at foreign management schools, and the applied management techniques, and falling apart of the system built on paternalistic, face-saving and intensive power-based culture (Bakacsi & Heidrich, 2011).

¹ Expressed in capital assets and reinvested profit, source: the National Bank of Slovakia (Národná Banka Slovenská) 2010

On the other hand, the foreign leaders, who took advantage of the new investment possibilities, were put to the test too (Bauer, 2004). Primarily the development of management and leadership styles in Central Europe, as well as the development of the performance management systems directly connected to them, suffered deformation to the largest extent in the communist “market economy” (Vargic, 2002). According to Karoliny, Farkas & Poor’s research (2009), 80% of the Hungarian companies use formalized performance management system while this rate is only 59,1% in average in Eastern-European countries. The work connections of employees and the leaders were essentially determined by how significant they regarded this connection system to be as an employee, how significant they viewed the leader’s competencies, his achievements within the company, motivation, skills and abilities; accepting that it is important, in what kind of cultural environment are these characteristic features, skills and abilities judged by the employees.

From the corporate leaders’ point of view (and given achievement-oriented pressure from foreign stakeholders), how an organisation’s members could be made to follow common company goals, how they might strengthen their positive relations, and persons’ being connected to the organisation as well as to its managers became decisive issues. Gradually, the question of how the profitability of companies might be ensured via satisfying employees even in greatly changing environmental conditions came to the forefront (Silvestro, 2002), as did one’s keeping a balance between personal individuality and the integration of knowledge within the company (Mueller & Dyerson, 1999). Nevertheless, numerous examples have proved that while companies from CEE countries enthusiastically introduced contemporary performance measurement frameworks developed for organizational contexts of Western companies, here they did not lead to the anticipated successes (Buhovac & Groff, 2012).

Nowadays, there is a more urgent need for effective intercultural communication and cooperation than ever before, and not only with the aim of efficiency but also for the improvement of interpersonal relationships. A corporate leader has to have a more or less natural ability to interpret unknown and ambiguous gestures of a person - just as any one person’s has to do with one’s fellow countrymen or co-workers; moreover, he or she has to be able to reproduce the manifestations of others (Earley & Mosakowski, 2005). What makes this ability even more important in the economic environment of Central and Eastern European countries is that economic growth is unthinkable without foreign investment owing to the constant capital shortage in the area. Due to the political and economic interdependence of Visegrad Group countries (Hungary, Poland, the Czech Republic and Slovakia), it is important

that corporate leaders in these countries can precisely – and primarily - interpret the leadership styles of companies in the Common Economic Union.

In spite of the changed environment and of the corporate needs, there have been just a few Slovak researches conducted, based on what they could have rely on while creating their leadership models, and what would reflect the leadership styles preferred by the employees of Slovak companies. This is striking in a country and environment, where several culture researches have been conducted (Vargic, 2002), while we often face the statement, that corporate culture and leadership are interconnected (Schein, 1992). One of such researches is the international GLOBE research, where one of the most important observations is, that operative managerial practices reflect the social orientation, in which they function (House & Javidan, 2004).

The reason of choosing my research topic was that in Slovakia a comprehensive research, which would connect the questions of leadership styles with the country, or with the determinative factors of corporate culture, has not been conducted yet, in contrast to the Czech Republic, where the results of the GLOBE research – aimed exactly at the research of at corporate leadership and culture – have been known already publicly. In the surrounding countries, including Hungary and Poland, such researches have been carried on too. I intended to contribute into filling this space.

Nevertheless there is no tangible separation of terms management and leadership in the daily usage. There is a linguistic redundancy visible in the definitions of leadership and management, leadership and management are often mentioned nevertheless their meaning is still overlapping. Therefore, beyond question, one objective of my dissertation is also, if these expressions, based on the relevant literature, should be divided, and moreover, whether instead of masking the differences, should their revelation be emphasized, to be thus able to deepen the knowledge base connected to leadership and management.

Since the method of science, including natural sciences too, is to try out different solutions to the basic problems, (Popper, 1976), my main objective is, as a corporate leader, as a Hungarian living in Slovakia, as an individual coming from a mixed, Hungarian and Slovak cultural environment, to deepen the knowledge necessary for intercultural relations and their understanding.

In my experience as a corporate leader, I have often experienced lack of theoretical knowledge, which could help the leaders to create an effective style of leadership, as in other cultural environment, therefore its possibilities of embedding into the leadership practice are rather

limited. To find the optimal leadership style is ending up in several cases in imitation of western leaders.

Therefore the objective of my Ph.D. thesis was to identify the Slovak leadership characteristics, which are able to provide a feedback about the preferred leadership styles of the employees of Slovak companies, on which leaders can rely when creating their own leadership models, and which serve as basis for further research as well.

The objective of my research was to define typical Slovak implicit leadership theories, prove and describe relation between them and compare Slovak and Hungarian implicit leadership theories.

The results of the GLOBE research hold out a promise to have new, completing results of analyses and descriptions of cross-cultural researches, effective leadership theories, organizational practices, and the relationship between the economic and psychological well-being in the Slovak society. Furthermore, while the research results may have the ability to answer several theoretical questions on the level of society, answer several practical questions too. Through the published results the Slovak commercial world can benefit too, since they can assist in the revelation and understanding of the preferred leadership style in the Slovak Republic.

In my view understanding this topic may require two perspectives: internal cooperative or external quantitative/ qualitative research. Although the GLOBE study is based primary on quantitative research, as a supplementary methodology it uses qualitative research as well. Nevertheless my opinion is that to explore implicit Slovak leadership theories the first step the quantitative study should be, however, to interpret the results correctly the research environment should be taken into consideration as well.

Therefore I relate my study to the Burrell-Morgan's (1977) functionalist paradigm. It can be said that both the interpretative and functionalist paradigm and therefore my research too is intended to the description of sociological processes and status quo of the order and not to change to status quo or challenge it. Nevertheless in my research I strived to reveal those items of explanation that later can become the basis of understanding. At the same time, because of many times contradicting theories and leadership definitions it was necessary to follow two major statements in my research:

- The variousity of theories and seemingly their not coinciding assumptions does not mean the incomprehensibility of leadership
- The complexity of leadership has to be accepted respectably this complexity is necessary for its better understanding (Connel, Cross & Parry, 2005).

II. Research methodology

II.1 Research paradigm and methodology

The framework and the model of my research is the central model of GLOBE research. The theoretical background of the GLOBE research connected to leadership, is consisted of the implicit leadership theory (Lord & Maher, 1991), value-belief cultural theory (Hofstede, 1995), implicit motivational theory (McClelland, 1985) and the structural contingency theory of organisational form and effectiveness (Donaldson, 1993). Based on this model and the research model described in my thesis and introduced in the previous chapter, I define the research model in which I operationalize my research questions.

According to the Implicit Leadership Theory – which this research’s hypotheses are built upon (hereafter ILT) - individuals have inner convictions, beliefs, value judgements and other considerations according to which it is possible to differentiate a leader from a follower, and effective leadership from ineffective; at the same time, such beliefs and value judgements appear differently when in a stable environmental condition compared with one in crisis (Phillips & Lord, 1981). These models, born from this theoretical background, illustrate how cultures form and influence how citizens’ gather, choose and store information on leaders.

The basic hypotheses of ILT are most apparent in the following statements:

- Subordinates endow leaders with different attributes and accept them according to the quality of the connection between the leader’s actual behaviour and the implicit leadership theory held by them.
- ILT defines, moderates and influences leadership and leader acceptance, along with the status and privileges subordinates ascribe to this leader.
- Chances for charisma detection grow in crisis situations, and subordinates assess charisma in different ways, depending on whether the leader is responsible for the crisis situation or not (Lord & Emrich, 2001).
- Some environmental factors, like corporate or societal culture, are responsible for the differences in implicit leadership case by case - accordingly, in different cultures, different ILT theories are to be found. Via this, the theory builds on the Value-Belief theory (McClelland, 1985), which says that the values and beliefs of culture members determine how followers perceive the behaviour they see and what kind of reaction it evokes in them, either on conscious or unconscious motivational grounds. The GLOBE research builds on this theoretical approach, too.

Hypothesis of the research:

1. Based on the Slovak GLOBE samples there could be implicit leadership theories that differ from the international sample of implicit leadership theories. Along with this, charismatic leadership behaviour is declared to be - within the GLOBE study - generally accepted as effective.
2. The expected Slovak leadership style is similar to the Hungarian one, though the Hungarian sample is rather special, being different from the central-eastern European cluster. Since the GLOBE research was undertaken in the Hungary too, and its results are known, the leadership styles of these countries might be compared - and I believe that the fact of coexistence over many centuries within the borders of one state will be detectable in these variables. The Slovak sample was gathered from areas possessing a Hungarian minority (the Bratislava, Nitra and Trnava regions), thus there are implicit leadership theories that are comparable with Hungarian ILTs.

The aim of my work is to examine the following research questions:

1. What kind of implicit leadership theories and leadership types are present in Slovak leadership practices? Can one depict universally endorsed leadership types within the Slovak corporate environment? What are these - and what are their most characteristic features? Is there a correlative connection between them? Is the Charismatic leadership profile universally accepted as contributing to excellent leadership?
2. What are those leadership patterns where there are similarities with Slovak leadership characteristics to a certain extent? What is their nature, and how are they similar to or different from internationally distinguished leadership theories?
3. Do Slovak leadership patterns have any similarities with the Hungarian patterns that have already been examined?

II.2 The research process

The sampling is done by questionnaires; and I translated the original questionnaire from English to Slovak (vetted by Anna Lašáková, PhD, Comenius University, Bratislava) according to GLOBE requirements, and back-translated to English by an independent expert, finally I had it validated by the research supervisors.

Data gathering was managed between 2006 and 2013. Nonetheless, beside primary data gathering I also used secondary data obtained from the Slovak Statistical Office's database – and such secondary data helped me to make an outlining of the Slovak organizational environment.

In the course of the research I used quantitative statistical – multivariable statistic analyses, and I conducted general statistical analytic examinations. The examination of correlation coefficients ensures the examination of correlations laid down in the hypotheses, and the differentiation of leadership prototypes. By means of factor analysis I elaborated the specific Slovak leadership factors, which I compared with the primary and secondary scales of GLOBE international sample and leadership factors gathered from the Hungarian sample. I analysed the characteristics of the sample with general statistical methods and the distribution of specific variables as well.

The research sample

In the research sample there are middle managers from the three industries defined in the GLOBE research, and additionally also heavy industry and public sector. I managed to obtain responses from 73 middle managers. The GLOBE defines middle managers as leaders, who, in a five-level hierarchy scale, are situated between the uppermost (the No.1 leader), and the lowermost level (individual contributor, executor) of hierarchy, while in a scale with more than five levels, responses from the middle managers from the levels between the uppermost two and the lowermost two could be included into the sample.

The companies in the sample do not have to be inevitably in Slovak ownership, but to avoid the distortion of variables it is required that the respondents are saved of foreign management's influences, i.e. the middle managers should not be in daily contact with the foreign management. Analysing this sample I succeeded to define implicit leadership theories taking into consideration the organization's environment as well (Table 1).

Table 1: The Slovak economic environment and the characteristic features of the research sample.

Variables	Characteristics of the Slovak economic environment in %	Characteristics of the Slovak research sample in %
Industrial sector (number of employees compared to all employees)		
Finance	2,17	19,2
Food processing	1,30	41,1
IT/telecom	2,63	4,1
Demography		
Male	48,7	83,1
Female	51,3	16,9
Graduation		
Secondary	52,7	16
Higher-doctoral	13,8	79
Nationality		
Slovak	80,7*	75
Other	12	25
Religion		
Catholic	62	43,3
Protestant	7,7	3
Non religious	13,4	53,7

*7,3% of the residents did not name their nationality at the 2011 census

Source: Own research results

In order to answer the third research question I needed to examine Hungarian sample as well. Taking into account the fact that the data collected is not GLOBE-conforming (besides the three abovementioned industries, there is a heavy-industry company, retail and a state administration institute in the sample) and since the latest validated GLOBE sample in Hungary (except for the 2011 year longitudinal survey; see Bakacsi & Heidrich, 2011) is based on original GLOBE-conform data from 1995, I decided to use the not fully GLOBE research-conforming sample to compare it with the Slovak one, therefore compiled a deliberate sample with targeted variability from the Hungarian GLOBE research sample gathered since 2002 with; this was to test my second hypothesis (Table 2).

I have shaped the sample further with the aim of getting a comparable one as regards volume and also one with a targeted variance (i.e. it should consist of at least 7 industrial sector

² The sample was provided to me by Mr. Dr. Gyula Bakacsi from University of Corvinus Budapest

enterprises, including ones from the 3 sectors defined in the GLOBE research, and also heavy industry; none of the industries should represent more than 25% of the sample).

Table 2: Comparison of the Slovak and Hungarian sample

Industry	Distribution of the Slovak sample in %	Distribution of the Hungarian sample in %
Commercial financial services	19,2	7,0
Food processing	41,1	13,9
Heavy industry	27,4	17,4
Pharmaceutical industry	0	23,4
Public sector	4,1	3,0
Other services and retail	6,8	19,4
IT sector	1,4	15,9
SUMMA	100,0	100,0

Source: Own research results

Researcher's role

I base my work on the methods of the GLOBE research, of its Slovak database, compiled by Zsuzsanna Csiba and myself between 2007 and 2013 (in a proportion 1:2). I translated the original questionnaire from English to Slovak (vetted by Anna Lašáková, PhD, Comenius University, Bratislava) according to GLOBE requirements, and back-translated to English by an independent expert, finally I had it validated by the research supervisors.

In line with the chosen research paradigm and methodology during the research I did not give any feedback about the research results neither to participants, nor the organizations included. Final aggregated research report's results can be created and communicated only afterwards.

II.3 Data analysis

I have considered the following circumstances at choosing the steps of the data analysis:

- The content of research questions and hypothesis and the statistic analysis that can be connected to them by relevance
- The size of the sample, its limitations and possibilities
- The correlation and mutual supplementation of statistical tests.

In summary, given all of the aforementioned, I utilised the following statistical tests and steps for data analysis:

- General statistical methods and analyses. The means, standard deviations, distributions and frequencies of leadership and company indicators.
- GLOBE syntax.
- Identifying Slovak leadership prototypes via factor analysis and comparing them with second-order GLOBE leadership variables as well as with factor analysis results generated from data collected after 2000 in Hungary.
- Comparison of Slovak first and second-order GLOBE leadership variables with the first and second-order GLOBE leadership variables in Hungary.
- Testing the reliability of the first-order leadership scale gained via GLOBE syntax by the Cronbach alpha coefficient (not assuming equal variance between the variables).
- Compression of secondary scales based on data from a factor analysis and a study of the reliability of leadership scales using the Cronbach alpha coefficient.
- Testing correlations of Hungarian and Slovak leadership factors with independent-sample t-tests.

II.4 Reliability, validity, generalization of the research

Efficiency and validity of research anticipates the correctness of research methodology, research questions and hypothesis, both mathematically and statistically correct conclusions and interpretations.

From research methodology point of view I lean on the questionnaires validated by the GLOBE research program therefore ensuring comparability with the Hungarian and international research results.

The suitability of the chosen mathematic-statistical methods is given also by the research's methodology.

When interpreting the research results I had to be aware of the limitations my research has. These are primarily based on the research methodology, and on the characteristics of the sample itself, and can be summarized as follows:

- As the quantitative research usually, which limits the respondents to respond within the Likert scale, bears certain limitations regarding the interpretation of the results.
- The second limitation is derived from the volume of the sample itself. This limitation can be partially relieved by the expansion of the sample, nevertheless, at every

quantitative analysis the question arises, if the volume of the sample compiled by the researcher is big enough, mainly in the case of such a fragmented and multicultural country as Slovakia is.

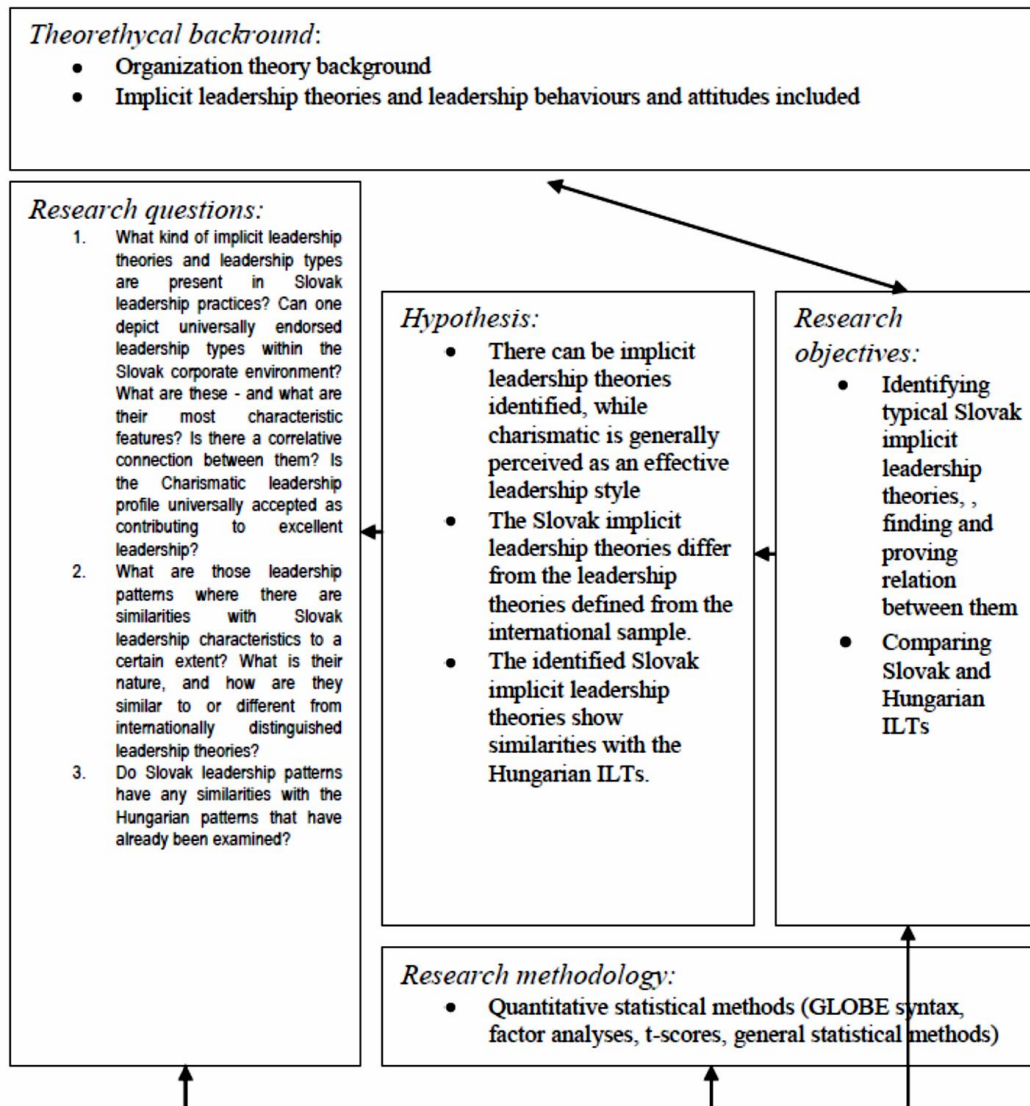
- The third limitation rises from the fact that when analysing the results I have abstracted from everything else *ceteris paribus*. I differentiated between the respondents only based on their evaluation of the respective leadership factors. I have not examined other factors influencing their responses.
- In compliance with the GLOBE research methodology requirements, the sample includes responses of such Slovak corporate leaders, who are not in everyday contact with leaders from other countries. We cannot, however, forget the fact that due to the investment inflows mentioned above it was hard to find such corporate leader, who had not worked with any other foreign leader, or had not attended an intercultural training ever (in fact, 33 respondents of the sample actually had attended one) or was never influenced by any foreign management idea.

Maxwell argues that the criterion reliability in scientific research refers to the fact how the research process is consistent in time and space (Maxwell, 2005). Namely whether the research results recorded simultaneously or in other time are consistent. From quantitative research point of view this is a criteria that the reproduction and generalization of research results is based on. This is a reason why I compared the research results with the already gathered data obtained from the Slovak researches aimed to depict implicit leadership theories, nevertheless taking into consideration that they were obtained from university environment.

III. Main empirical results of the research

When planning the research process I based the start up of the research on the related leadership theories than proceeded with creating adequate groups of research question. Finally I used the already described mathematical and statistical methods to answer my research questions that are highly related with the GLOBE study's theoretical framework (Figure 1).

1. Figure: Description of the thesis' general research model



Source: Own construction

When summarizing *the results of my research* I get at the thesis of the research through analyzing these research questions.

III.1 There are implicit leadership theories and types present in the Slovak leadership practices. One can depict universally endorsed leadership theories within the Slovak corporate environment. There is a correlative connection between them. The Charismatic leadership profile is universally accepted as contributing to excellent leadership.

The method used was a Varimax rotation along the principal axis factoring, with common and separate factors in the model explaining the covariance of variables (Kovács, 2004); this was a methodology the statistical model presupposed as existing behind the correlation system of variables.

The rotation helped to increase the unambiguity of relations between variables by avoiding multiple correlations. To analyse this common variance, I used the SPSS Principle axes factoring methodology (PAF).

When defining Slovak implicit leadership theories via factor analyses, I have taken into account the correlations between the 112 first-order and 21 second-order leadership prototypes.

I succeeded to specify such implicit leadership theories, which are typical for the Slovak economic environment.

With the help of the correlative leadership behaviours creating them, I managed to present them in the form of four leadership types.

Although, in accordance with the criteria of the GLOBE research neither of these can be perceived as universally acceptable, there are such main factors able to separate, which have values that are very close to the fulfilment of these criteria. The reliability of the 3 main factors is supporting this fact too. The Charismatic secondary leadership variable and the characteristics, which create this variable are seen by the Slovak leaders, as a leading style, which supports effective leadership. The GLOBE student research results, already known and presented, also verify this (Remišová & Lašáková, 2011; Csiba, 2012).

The names for the Slovak implicit leadership theories are: *Benevolent paternalistic team leader*, *Self-centered oligarch*, *Moderate change leader*, *Human Oriented*. The Benevolent paternalistic team leader and the Moderate change leader leadership types are considered supporting, while the Self-centered oligarch leadership style is regarded as obstructing effective leadership. The Benevolent paternalistic team leader (Eastern-European leader) main factor is created of such leadership factors, as collaborative team orientation, decisive, integrity, administratively competent, status consciousness, charismatic inspirational, diplomatic, team integrator, on the other hand, the *Self-centered oligarch* main factor is created of autocratic, face-saver, autonomous, malevolent, procedural, non participative, self-centered, conflict inducer

while the Moderate change leader main factor is crated of performance orientation, self sacrificing charismatic and visionary charismatic first order leadership factors (Table 3).

Table 3: The implicit leadership theories typical for the Slovak leadership practice

Name of the major factor (implicit leadership theory)	First order leadership factors compiling the scale	Reliability of the scale (Cronbach alpha)
BENEVOLENT PATERNALISTIC TEAM LEADER (EASTERN- EUROPEAN PATERNALISTIC LEADER)	Collaborative team orientation Decisive Integrity Administratively competent Status consciousness Charismatic Inspirational Diplomatic Team orientation	0,782
SELF-CENTERED OLIGARCH	Autocratic Face saver Autonomous Malevolent Procedural Nonparticipative Self-centered Conflict inducer	0,814
MODERATE CHANGE LEADER (LEVEL 5 LEADER)	Performance orientation Charismatic Self-sacrificial Charismatic Visionary	0,523
HUMANE ORIENTATION	Modesty Human orientation	0,229

Source: Own research results

The Benevolent paternalistic team leader is assumed to support effective leadership more, though there was a small number of respondents who saw it as inhibiting effective leadership; and the same is true for the Moderate change leader implicit leadership theory. The Self-centred oligarch seems to rather inhibit effective leadership (its modus is above 3); and the Humane-orientation ILT gives us a normal distribution that is above 4. It is evident that the Humane-orientation ILT cannot be seen as either supporting or inhibiting effective leadership.

The result of the definition of Slovak implicit leadership theories is also the fact, that the reliability of the respective leadership scales is high, even significant in three out of four cases, with the Cronbach alpha coefficient value higher than 0,725. The non-significant Human oriented scale needs further validation.

III.2 The patterns of „Human orientation” implicit leadership theory defined from the international sample are the one that the Slovak leadership characteristics show similarities to a certain extent. Nevertheless the Slovak implicit leadership theories identified from the Slovak sample are different from the implicit leadership theories defined from the international sample.

Despite the fact that the international influence was seen in the Slovak sample, the Slovak implicit leadership theories identified from my sample are clearly different from the implicit leadership theories defined from the international sample. There are similarities only in the „Human oriented” main factor, which, however, has a low reliability.

More than half of the primary factors (12/21) have high reliability index. Therefore the interpretation of the respective factors by middle management partially corresponds with the interpretation of the leaders from the international sample. In spite of this, the Eastern-Central-European leader’s characteristic features identified by me are significant and differ from the international sample (Table 4).

Therefore the Slovak implicit leadership theories differ from the leadership theories defined from the international sample. Nevertheless the Human oriented leadership theory shows similarities at least in certain extent.

With widening the sample, additional analyses can be conducted, especially from the perspective of the relationship between culture and leadership, since the culture variables and the centralised, hierarchical, regulated and bureaucratic features observed in corporate organizational structures, suggest connections with the characteristics of the Benevolent paternalistic team leader (Eastern-European paternalistic leader) implicit leadership theory, which had been operationalised as the first one. Similarly, other culture studies in Slovakia have indicated a consultative culture characterised with high power distance index (Vargic, 2002), which, in some cases, resembles with the results of sample analyses of Czech and Polish samples.

Table 4: Comparison of the Slovak and international implicit leadership theories

The Slovak implicit leadership theories and factors that create them		Implicit leadership theories created from the international sample and factors that create them	
Major factor (implicit leadership theory)	First order leadership factors creating the scale	Second order factors (implicit leadership theories)	First order leadership factors creating the scale
Benevolent paternalistic team leader (Eastern-European leader)	Collaborative team orientation Decisive Integrity Administratively competent Status consciousness Charismatic inspirational Diplomatic Team integrator	Team oriented	Collaborative team orientation Administratively competent Diplomatic Team integrator
Self-centered oligarch	Autocratic Face-saver Autonomous Malevolent Procedural Non participative Self-centered Conflict inducer	Self-protective (narcistic)	Conflict inducer Face-saver Procedural
Moderate change leader (level 5 leader)	Performance orientation Charismatic Self-sacrificial Charismatic - Visionary	There is no identical ILT	
Humane orientation	Modesty Humane orientation	Humane orientation	Modesty Humane orientation

Source: Own research results

III.3 There can be certain similarities find between the patterns of Slovak and Hungarian implicit leadership theories. At the end, however, Slovak and Hungarian implicit leadership theories differ.

There were partially different implicit leadership theories definable from the Hungarian sample I compiled with targeted variance and compared to the Slovak. With independent sample t-test I found that although between the average values of some first and some second order variables defined by the GLOBE research the difference is significant in only 10 cases out of 27, the

difference in correlation of the individual variables resulted in different implicit leadership theories in 3 out of 4 cases (Table 5).

We can observe, that the Self-centered oligarch implicit leadership theory is present in the Hungarian sample too, and it has all the variables identical with the Slovak implicit leadership theory, while there is no significant difference in the variables enclosing the two countries' implicit leadership theory. Overall, however, we cannot separate such implicit leadership theories from the Hungarian, as we could from the Slovak sample.

Table 5: The first and second order leadership factors differing the most comparing the Slovak and Hungarian sample

Leadership factor	Slovak (1) / Hungarian (2) sample	N	Mean of effectiveness	St. deviation	t-test	Sig
Modesty	1	69	4,3841	0,66085	-4,856	0,000
	2	201	4,8789	0,75249		
Charismatic Self- sacrificial	1	69	5,2874	0,92879	2,040	0,042
	2	201	5,0174	0,95560		
Collaborative team orientation	1	69	5,3068	0,76942	-2,479	0,014
	2	201	5,5464	0,66501		
Humane orientation	1	69	4,3333	1,14297	-4,802	0,0
	2	201	5,0547	1,05332		
Integrity	1	69	5,8961	1,01363	-3,279	0,01
	2	201	6,2521	0,67959		
Administratively competent	1	69	5,6800	0,78143	-2,165	0,031
	2	201	5,9204	0,80110		
Autonomous	1	69	3,8913	1,12987	3,119	0,002
	2	201	3,4391	1,00674		
Malevolent	1	69	1,6340	0,55897	-4,674	0,000
	2	201	2,0419	0,64639		
Human orientation - second order	1	69	4,3587	0,74351	-5,895	0,0
	2	201	4,9668	0,73787		
Autonomous - second order	1	69	3,8913	1,12987	3,119	0,002
	2	201	3,4391	1,00674		

Source: Own research results

It seems that it will be easier to reach a consensus in the case of rejected leadership patterns and implicit leadership theories that inhibit effective leadership than with implicit leadership theories supporting effectiveness. A "Humane-orientation" and "Modesty" do not belong in either of the samples, i.e. they neither inhibit nor support effective leadership - though one must note that their standard deviation is highest for both samples.

I consider research results highlighted in paragraphs III.1.-III.3. as my own independent research performance.

IV. Summary of the findings

The objective of my research was to identify the Slovak leadership characteristics that would be able to provide feedback concerning the most preferred leadership styles of Slovak company employees - so there is information that managers can rely when creating their own leadership models, and which can serve as basis for further research.

When formulating the research questions, I started out from recognising the system of social and economic conditions/requirements surrounding corporations and corporate leaders, which would make up the organisational theoretical background to the research.

When constructing the theoretical background I emphasised those leadership theories, which were relevant from the research's viewpoint, and which the GLOBE theories are mainly based on, therefore I presented in details mainly the contingency theories and the theories based on the new leadership paradigm. I deal in a separate chapter with the implementation of the theories into the corporate practice, introducing the current situation, focusing especially on the work of Central-Eastern European researchers. I hope that the part of the Chapter dealing with terminological separation of leadership and management shall help to see the borderline of the terms across the theoretical background more significantly.

I resorted to multifactor statistical analyses to examine and check my research questions using descriptive and explorational quantitative statistical methods, t-tests and factor analyses – which led to the following achievements:

- I succeeded in separating country-specific Slovak implicit leadership theories as being characteristic of the Slovak corporate environment; and via a factor analyses I was able to indicate correlative relations between them,
- from second-order leadership factors outlined in the GLOBE study, the Charismatic leadership profile is accepted as supporting effective leadership by Slovak managers,
- after comparing them with international sample results, I was able to note the similarities and differences between Slovak and internationally-distinguished implicit leadership theories,
- through the Hungarian sample (compiled after the year 2000), I succeeded in depicting similarities and differences between Slovak and Hungarian implicit leadership theories.

Nevertheless the sample's volume did not allowed me to answer other emerging research questions still I believe that the research results can serve as a basis for further researches, and as a base line for conducting further leadership researches in Slovakia.

Both my research and researches already conducted still owe depicting the stages how leadership styles emerge during the economies' transformation process from the early 90s till our days.

I assume today this lag is hard to work off.

Although my research results, defined Slovak leadership styles were operationalized in relatively small sample, I believe those still can open further space for longitudinal researches depicting the effect of economic crises on accepted leadership styles and process of Slovak implicit leadership theories' development.

In Hungary, research aimed to depict this process has been already conducted, scrutinizing the extent of turning to participative leadership style in Hungarian companies (Bakacsi, Heidrich, 2011). Therefore with the growth of the sample's volume it will be fascinating to analyze the stability of the Slovak sample conducting forthcoming further researches.

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