

Intercultural Leadership in the Age of Globalisation

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Module Unit : The impact of cultural and institutional perspectives on approaches to leadership

Table of Contents

1: Introduction.....	3
TASK 1.	
Critically review current literature and research to analyse the impact of cultural and institutional perspectives on two contrasting approaches to leadership.....	4
TASK2	
Critically analyse your own leadership competence and evaluate the implications for intercultural leadership and management.....	E
rror! Bookmark not defined.	
3.0 Conclusion.....	12
4.0 References	13

Introduction

The main objective of this assignment is to identify critical literature about cross-cultural leadership and different types of leadership styles that exist in Government Institutions and Hospitality industry, and which will create awareness among the styles of organizations wanting to practice appropriate leadership styles for success in organizational goals. The whole paper has been divided into two parts.

The first part of the paper evaluates the organizational and cultural issues that managers may encounter in Government Institutions known as public sector and Hospitality industry known as private sector.

The second part of the paper analyses and evaluate personal leadership competence and implication regarding intercultural leadership and management.

Task 1:

Critically review current literature and research to analyse the impact of cultural and institutional perspectives on two contrasting approaches to leadership

In today's globalized world, cultural diversity has become a norm in many industries. In the hospitality industry, understanding and respecting cultural differences is crucial to success. Cultural leadership involves recognizing and appreciating cultural diversity in both team members and customers. In this essay, we will explore the significance of cultural leadership in the hospitality industry, and how it can improve customer satisfaction and employee morale. We will also discuss the importance of education and training in effective cultural leadership and how it can impact changing demographics and cultural norms. (Collard & Normore, 2009).

Leadership is a crucial aspect of any organization and has been the subject of numerous studies and research. Scholars have developed various approaches to understanding leadership, including the cultural and institutional approaches. The cultural approach emphasizes how shared values and beliefs shape organizational behaviour, while the institutional approach emphasizes the role of formal rules and structures in shaping organizational behaviour. In this essay, we will critically review these two approaches to leadership, examining their key features, strengths, and weaknesses. Additionally, we will explore how these approaches are often interrelated and the significance of this relationship. (Mendenhall et al., 2018)

Cross-cultural leadership involves understanding and adapting to different cultural norms and values in order to effectively lead a diverse team. Different cultures have different expectations and preferences when it comes to leadership styles, and it is important for leaders to be able to adapt their approach in order to build trust and achieve their goals. In this essay, we will explore cross-cultural leadership and leadership styles in government institutions and the hospitality industry, examining the ways in which effective leadership can help organizations succeed in diverse and complex environments.

One of the key aspects of cross-cultural leadership is understanding and adapting to different cultural norms and values. In order to effectively lead a diverse team, leaders need to be aware of the cultural differences that exist within their organization. For example, in some cultures, direct communication is valued, while in others, indirect communication is preferred. Leaders who are able to adapt their communication style to suit the cultural norms of their team members are more likely to build trust and foster positive relationships. Similarly, leaders need to be aware of the different expectations and preferences that exist regarding hierarchy and decision-making. Some cultures value a more authoritarian approach, while others emphasize collaboration and inclusivity. A leader who is able to adapt their leadership style to suit the cultural preferences of their team members is more likely to be successful in achieving their goals.

Leadership styles can vary across cultures, and it is important for leaders to be aware of these differences in order to effectively lead a diverse team. For example, in some cultures, a more hierarchical leadership style is expected, with clear lines of authority and decision-making power. In other cultures, a more egalitarian approach is preferred, with decisions made through collaboration and consensus-building. Leaders who are able to adapt their leadership style to suit the cultural preferences of their team members are more likely to be successful in building trust and achieving their goals. It is also important for leaders to be aware of the different cultural expectations regarding communication and feedback. In some cultures, direct feedback is valued, while in others, indirect feedback is preferred. Leaders who are able to adapt their feedback style to suit the cultural norms of their team members are more likely to be successful in building trust and fostering positive relationships.

The hospitality industry and government institutions both require strong cross-cultural leadership skills in order to effectively serve diverse populations and navigate complex social and political landscapes. In the hospitality industry, leaders need to be able to adapt to the different cultural expectations of their guests in order to provide a positive experience. This may involve understanding and adapting to different cultural norms around food, communication, and hospitality. In government institutions, leaders need to be able to navigate complex social and political landscapes in order to effectively serve diverse populations. This may involve understanding and adapting to different cultural norms around hierarchy, decision-making, and communication. Leaders who are able to effectively navigate these complex environments are more likely to be successful in achieving their goals and serving their constituents.

Belbin's team role theory has been extensively studied to determine its applicability and effectiveness in various organizations.

Belbin's Theory has been a crucial tool in enhancing leadership effectiveness in organizational settings. Specifically, the model can be utilized by leaders and managers to create balanced teams with a blend of different personalities and skills.

highlighting the importance of Belbin's team role theory, this theory has been identified being the most suitable tool to team members for a particular project or task [1] and it can be used by organizations to improve their recruitment process and ensure they have the right people in place for successful project delivery. (Rahmani et al., 2021).

Belbin Team Role Theory has been applied for its practical applications in the private sector, as it is been found that leaders and managers are more competent in people-oriented roles. This means that managers who score high on traits such as being supportive, diplomatic, and empathetic may be better suited to lead a team.

The cultural approach to leadership is based on the premise that organizational behaviour is shaped by shared values and beliefs. In this approach, leaders are seen as custodians of culture, and their primary responsibility is to maintain and reinforce the values and beliefs that underpin the organization's culture. This approach emphasizes the importance of understanding the cultural context in which leadership takes place. It suggests that leaders must be able to identify and articulate the values and beliefs that are central to the organization's culture and use them to guide their decisions and actions.

The cultural approach has several strengths. Firstly, it acknowledges the importance of context in shaping leadership behaviour. Secondly, it highlights the role of leaders in shaping organizational culture, promoting a sense of purpose, and fostering a shared sense of identity. Thirdly, it emphasizes the importance of values and beliefs in guiding decision-making, promoting ethical conduct, and shaping organizational outcomes.

However, the cultural approach to leadership also has some weaknesses. Firstly, it can be challenging to define and measure organizational culture, making it difficult to apply this approach in practice. Secondly, the approach tends to focus on the leader's role in shaping culture, neglecting the importance of broader institutional factors. Finally, the approach can

sometimes lead to an overemphasis on the importance of shared values and beliefs, overlooking the inevitable conflicts and tensions that arise in complex organizations.

Developing effective global leadership skills for the 21st century requires strategies for managing cultural differences. The book "Developing Effective Global Leadership Skills for the 21st Century: Strategies for Managing Cultural Differences" emphasizes the importance of understanding cultural differences when doing business internationally. Therefore, effective communication and understanding of different cultures play a vital role in achieving business success, making global leadership skills essential in today's business environment. The revised editions of Professor Bob Moran's books, including *Managing Cultural Differences*, are timely and useful, outlining important skill sets for today's global managers and leaders. Understanding culture and business can add profits to organizations dealing with cross-cultural differences. Therefore, developing effective global leadership skills requires strategies for effectively managing cultural differences to navigate and foster successful global businesses. (R., 2018).

The institutional approach to leadership emphasizes the role of formal rules and structures in shaping organizational behaviour. In this approach, leaders are seen as agents of institutional change, responsible for implementing and enforcing formal rules and procedures. The institutional approach highlights the importance of understanding the regulatory and legal frameworks that govern organizational behaviour. It suggests that leaders must be able to navigate these frameworks effectively to achieve organizational goals.

The institutional approach has several strengths. Firstly, it emphasizes the importance of legal and regulatory frameworks in shaping organizational behaviour, promoting accountability, and ensuring compliance. Secondly, it highlights the importance of structures and processes in achieving organizational goals, providing a clear framework for decision-making and action. Finally, the institutional approach recognizes the importance of external factors, such as market forces and political pressures, in shaping organizational behaviour.

However, the institutional approach to leadership also has some weaknesses. Firstly, it can lead to a focus on compliance and conformity, neglecting the importance of innovation and creativity. Secondly, it can lead to a rigid and inflexible organizational structure, limiting the organization's ability to adapt to changing circumstances. Finally, the institutional approach can sometimes overlook the importance of shared values and beliefs in shaping organizational behaviour, leading to a lack of engagement and commitment among employees.

According to the university article "Cross cultural leadership and the hospitality industry" accessed for research in this matter, "one point of view is explained from an organizational perspective which consists of employees of different nationalities, values, and various cultural backgrounds; and the other view from cultural changes which means adapting to a new wave of globalization.

A critical review of the cultural and institutional approaches to leadership suggests that both cultural and institutional factors are important for understanding leadership. These factors are often interrelated, with culture influencing the development and implementation of institutional structures and processes. Similarly, institutional structures and processes can

shape organizational culture, promoting or inhibiting the development of shared values and beliefs.

Leadership that effectively combines cultural and institutional factors can create a strong sense of purpose and identity, while also promoting accountability and compliance. Such leadership recognizes the importance of both formal and informal structures in shaping organizational behaviour, and it promotes a culture of innovation and creativity while adhering to regulatory and legal frameworks. Leaders who can effectively balance cultural and institutional factors are more likely to achieve organizational goals, promote ethical conduct, and foster engagement and commitment among employees.

A key element of organizational challenges is the culture, which refers to shared beliefs and values established by leaders that define proper behaviour within an organization. (*Toolkits 2022*)

One of the major challenges for the employees and managers in both, public and private organizations, is to interact and effectively work with people from different cultural environment.

An approach to Intercultural Leadership, is described as communities that understand and respect all cultures, and no one is left unchanged because everyone learns from each other. (*Library guides: Cultural awareness: Intercultural approach 2018*).

The culture of a company has a significant impact on leadership behaviour, job satisfaction, and overall productivity.

Navigating organizational and cultural challenges in both public and private sectors can be a daunting task for leaders and employees alike. Each sector faces unique challenges that require careful consideration and planning to overcome. Public sector organizations may face bureaucratic hurdles and political pressures, while private sector organizations may struggle with competition and profit margins. However, there are strategies that can be employed to navigate these challenges, including effective communication, understanding the unique values and goals of the organization, and adapting to changing circumstances.

Public sector organizations such as Government, often face bureaucratic hurdles and political pressures, which can hinder productivity and the ability to achieve goals. In many cases, public sector organizations must adhere to specific regulations and protocols that can slow down decision-making and progress. Additionally, political pressures can come into play, which can further delay decision-making and create a sense of instability within the organization. To navigate these challenges, effective communication is key. Leaders must communicate clearly and transparently with employees and stakeholders to ensure that everyone is on the same page. (Tsai, *Relationship between organizational culture, leadership behaviour and job satisfaction - BMC Health Services Research 2011*)

In the private sector, improving performance and productivity is a major challenge for managers, and understanding how culture impacts employee behaviour can be crucial for achieving these goals. (*The impact of organizational culture on corporate performance*)

Additionally, promoting diversity and equal opportunities for all employees is an ongoing challenge in both public and private sectors. It is important to note that ethical considerations are also a critical aspect of organizational challenges, both at a personal and organizational level. Managers have a responsibility to provide proper leadership and establish systems that facilitate ethical behaviour among employees (*Managing for organizational integrity* 2014). Ultimately, understanding the cultural and organizational challenges in public and private sectors is crucial for effective intercultural management and leadership competence.

According to Prof. Dr Marion Festing, intercultural management provides the knowledge on how to recognise the importance between various cultures and nationalities but also to find out why do people behave in a certain way, and use this knowledge to influence employees and workforce reaching organisational goal. (*Intercultural Leadership | Challenges for companies* 2015)

According to McKinsey Research, Generation Z individuals display a range of attitudes, behaviours, and characteristics that differentiate them from previous generations. Gen Zers are more individualistic and prefer a more personalized style both in education and at the workplace, as they are focused on ways to express their uniqueness [1]. They appreciate diversity and value ethics, inclusiveness, dialogue, communication, curiosity, and consumption behaviour [1]. The research also shows that smartphones are the most frequently used device by Generation Z individuals, highlighting their heavy use of technology [1]. Additionally, the paper suggests that Gen Z's values are likely to shape work attitudes, and managers should tailor practices to address the nuances of this generation [2]. Moreover, McKinsey defines Generation Z as those born between 1995-2010, although there is a lack of consensus on the exact years that define this generation [1]. The paper offers insights into how formative experiences can shape a generational group, and provides evidence-based knowledge about the shared human values held by Gen Z [2]. Furthermore, gender and income were found to be the demo-socio-economic variables that influenced the perception of Generation Z individuals regarding the way online commerce will be made in the future, with those with a higher income being more optimistic about online commerce expansion compared to those with lower income. Men in the sample were also found to be more optimistic about online commerce expansion compared to women [1]. Online shopping and high accessibility are important factors for this generation, with other factors influencing their perception of online commerce expansion to a lesser extent [1]. Overall, McKinsey's research provides valuable insights into the attitudes, behaviours, and characteristics of Generation Z, highlighting their unique qualities and potential impact on shaping the future of trade. MCKINSEY (2023).

Task 2:

Critically analyse your own leadership competence and evaluate the implications for intercultural leadership and management

Personal leadership competence, regardless of cultural background or environment, is a critical component of effective leadership and management. A study has shown that the dimensions of leadership skills are universal, but the interpretation and application of these skills may vary between cultures, which has implications for leadership studies and practices . (Marcus W. Dickson a et al., *Research on leadership in a cross-cultural context: Making progress, and raising new questions* 2003)

Practitioners must be adept at assessing personal leadership competencies, and a competency-based tool is available for this purpose (Author links open overlay panelRalf Müller a et al., 2009). Within the context of self-leadership skills, it's evident that these skills are essential for effective leadership (Carmeli et al., 2006). Additionally, the success stories of leaders reveal that both management and leadership skills are necessary to guide change effectively (Kotter, 2012).

In reaction to the Trait leadership theory, the behavioural theories focus on the leaders behaviour rather than their mental, social-characteristics. In other words, leaders can be made, rather than born. (Behavioural Theories of Leadership, 2020).

Critical thinking, intellectual challenge, and problem-solving skills have a significant impact on leaders. The knowledge and skills examined in theories of leadership should ensure that all functions necessary for task accomplishment are considered, leading to successful leadership outcomes in any scenario.

The ability to improve leadership skills has been studied extensively, which has resulted in improved research to determine the critical effect size of specific interventions.

Authentic leadership is one such intervention, providing me as a leader with the necessary experiences and competencies to manage across cultures and environments effectively.

Finally, specific implications of personal leadership competence can be seen in a hypothetical scenario where a leader's is the ultimate test of their success in managing across cultures and environments. (<http://www.markuso.com> & Sanscartier, 2013)

I believe the best leaders are the ones that have a good communication with the followers rather than what quality the leader has.

As a leader, managing and leading in diverse cultures can be a challenging and rewarding experience. It requires a willingness to reflect on personal biases and beliefs, while also learning about different cultural values and communication styles. In my personal experience, self-assessment has been a crucial component in improving my leadership skills in diverse environments.

Leading can be a difficult and uncomfortable process, as it requires acknowledging and confronting personal prejudices and stereotypes. I have found that reflecting on my personal biases and beliefs has helped me to become more aware of how they influence my behaviour and decisions. This has allowed me to approach situations with a more open mind and to be more inclusive of diverse perspectives.

Learning about different cultural values and communication styles is important for effective leadership in diverse environments. It is essential to understand the cultural context in which people operate, as this can impact how they communicate and interact with others. In my personal experience, I have found that taking the time to learn about different cultural values and communication styles has helped me to develop stronger relationships with people from diverse backgrounds. It has also allowed me to be more effective in my communication, as I am better able to tailor my approach to the needs of the individual or group. (Brennan, 2022)

Self-assessment can lead to a greater understanding and appreciation of diverse cultures, ultimately improving leadership skills. This can help to identify areas for growth and development, and to take steps to improve leadership skills in diverse environments. I consider, self-assessment as a continuous process of learning and growth which will help me to become a more effective leader in diverse cultures.

Working in a public sector, transformational style has been proved to be a win-win attitude leadership, because if the employees are empowered and allowed to use their skills they win from promotions and bonuses as well as job satisfaction and the organisation wins by promoting excellent service and strategic innovation . (Dearlove, 2007). The key difference between Leadership I public sector and public sector is that Public leadership has power, and the people follows the leaders whilst in private sector people works for them. In real life of business, leaders must meet diverse circumstances with suitable leadership style approach because a good leader should be able to change styles. “The style choses the right leadership style”.

In conclusion, my personal experience with self-assessment in managing and leading in diverse cultures has taught me the importance of reflecting on personal biases and beliefs, learning about different cultural values and communication styles, and the role of self-assessment in improving leadership skills. Ultimately, this can lead to stronger relationships, better communication, and more effective leadership in diverse cultures.

Cultural leadership involves understanding and respecting the cultural differences of team members and customers. Effective cultural leadership means recognizing that cultural norms, values, and beliefs may differ from one individual to another. In the hospitality industry, where customer service is critical, cultural leadership can impact customer satisfaction. By understanding the cultural background of customers, hospitality professionals can create a welcoming and inclusive environment. This can lead to positive reviews, repeat business, and increased revenue. Cultural leadership also involves valuing the contributions of team members from diverse backgrounds. A leader who understands and appreciates the unique skills and perspectives of their team members can create a positive work environment that fosters creativity and innovation.

In the hospitality industry, cultural leadership can improve customer satisfaction and employee morale. When team members feel valued and respected, they are more likely to provide excellent service to customers. This can lead to increased customer satisfaction and loyalty. Additionally, employees who feel included and supported are more likely to be engaged and motivated to provide high-quality service. Cultural leadership can also foster a sense of community among team members, creating a positive work environment that promotes collaboration and teamwork. (Hamzeh Hijjawi, 2015)

Effective cultural leadership requires ongoing education and training, as well as a willingness to adapt to changing demographics and cultural norms. In today's rapidly changing world, cultural norms and demographics are constantly evolving. Leaders must be willing to learn and adapt to these changes to remain effective. This can include ongoing education and training to enhance cultural competence and sensitivity. It can also involve adapting policies and procedures to meet the needs of diverse customers and team members. Effective cultural leadership requires a commitment to continuous improvement and a willingness to embrace change.

3.0 CONCLUSION

“Intercultural Leadership starts with people not cultures”, therefore, can influence and engage followers from all cultures”.

Cross-cultural leadership is a crucial aspect of success in today's globalized world. Effective leaders are able to understand and adapt to different cultural norms and values in order to effectively lead a diverse team. Leadership styles can vary across cultures, and it is important for leaders to be aware of these differences in order to build trust and achieve their goals. The hospitality industry and government institutions both require strong cross-cultural leadership

skills in order to effectively serve diverse populations and navigate complex social and political landscapes. By understanding and adapting to different cultural norms and values, leaders can build trust, foster positive relationships, and achieve their goals.

In conclusion, the cultural and institutional approaches to leadership provide valuable insights into the factors that shape organizational behaviour. While both approaches have their strengths and weaknesses, a critical review suggests that a combination of cultural and institutional factors can lead to more effective leadership. Leaders who can effectively balance these factors are more likely to achieve organizational goals, promote ethical conduct, and foster engagement and commitment among employees. Ultimately, effective leadership requires an understanding of the complex interplay between cultural and institutional factors, and the ability to leverage these factors to achieve organizational success.

Cultural leadership is an essential component of success in the hospitality industry. By recognizing and appreciating cultural differences in both team members and customers, leaders can create a welcoming and inclusive environment that fosters creativity, innovation, and teamwork. Effective cultural leadership can also improve customer satisfaction and employee morale, leading to increased revenue and a positive work environment. To be effective, cultural leadership requires ongoing education and training, as well as a commitment to adapt to changing demographics and cultural norms. As the hospitality industry continues to evolve, cultural leadership will become increasingly important in ensuring success.

Leaders must recognize the importance of Belbin's Team Role Theory and implement it to improve leadership effectiveness and create successful teams within their organizations.

With regards to my own competence leadership, I have learned about different cultural values and communication styles, and the role of self-assessment in improving my leadership skills. Self-assessment plays a significant role in developing effective leadership skills by identifying areas for improvement, building on strengths, and increasing self-awareness .
(Junej, 2015)

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