# GLOBE -ROMANIA

# Final report on the results of GLOBE-Romania project

BAKACSI, Gyula – CATANĂ, Gheorghe Alexandru - CATANĂ, Doina (Country Co-Investigators and GLOBE-Romania research principals) – BĂLAN, Gheorghe - BÎZOI, Gabriel – BIBU, Nicolae Aurelian, - BUCUR, Viorel – BUTACI, Casian – BUZOGÁNY, Ágnes - CĂPĂȚÂNĂ, Alexandru – CAZAN, Emil – CHIRIAC, Lucian - CIUCAN-RUSU, Liviu - CIURBA, Delia-Ştefania - CLIPA, Cătălin Ioan – CONSTANTINESCU-DOBRA, Anca – CRISTEA, Mirela - CRIVEANU, Radu-Cătălin - CRIVEANU, Ion – CRIVEANU, Maria  – CSATA, Andrea - DRĂCEA, Raluca – DZIȚAC, Ioan – DZIȚAC, Simona-Mirela - ENESCU, George – GALEA, Loredana-Florentina – GHEORGHE, Ionescu - IARCA, Ion - KOLUMBÁN, Gábor - LÁZÁR Ede (Mathematical-statistical project Co-ordinator) – MARIAN, Liviu Onoviu – NAGY, István – NEŞTIAN, Ştefan Andrei - NICA, Panaite – NISTOR, Rozalia - OLARU, Adriana – OPREAN, Constantin - PETRIŞOR, Ioan – POP, Bogdana - POPESCU, Cătălin – SÁNDULY, Edit  - SĂRĂTEAN, Elena - ŞTEFĂNESCU, Daniela - SZABÓ Árpád - SZABÓ, Zsuzsanna - TANKÓ Zoltán - ȚÎȚU, Mihail – VLAD, Silvia[1]

Special thanks to
KIRÁLY Ágota, Administrative project Co-ordinator
LŐRINCZI Margit, Administrative contributor
FEJÉR Gergely, Administrative contributor

*Please,do not quote without the permission of Authors!!*

---

[1] For academic affiliation of authors see Appendix 1.

This Report is a presentation of research results of GLOBE-Romania research project. The project is funded by Hungarian Telekom, and carried out by a consortial cooperation of 12 Universities in Romania (participants, and their academic affiliation see Appendix 1.)

The purpose of this research phase is to:

- collect data meeting the GLOBE sampling policy,
- present a descriptive statistics of Romanian national and organizational culture and outstanding expected leadership.
- Make some comparison with worldwide data and position Romania on the world map of cultures.

As of 5th of December, 2006 the presented statistical analysis is based on:

- 362 questionnaires on national culture (Beta version)
- 384 questionnaires on organizational culture (Alpha version) – valid 365
- 356 questionnaires on leadership (both versions)

The contribution of different consortium members to the sample is as follows (Table 1.):

*Table 1. The composition of the sample by the contribution of consortium member Universities*

| UNIVERSITIES | FOOD INDUSTRY | | | COMMERCIAL BANK-ING | | | TELECOMMUNICA-TION | | | | TOTAL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *no. of Com-panies* | *no. of ques-tionnaires* | | *no. of Com-panies* | *no. of ques-tionnaires* | | *no. of Com-panies* | *no. of ques-tionnaires* | | *no. of Com-pani-es* | *no. of ques-tionnaires* | |
| | | **alpha** | **beta** | | **alpha** | **beta** | | **alpha** | **beta** | | **alpha** | **Beta** |
| Agora University of Oradea | | | | | | | | | | | 27 | 21 |
| "Alexandru Ioan Cuza" University of Iaşi | 3 | 9 | 9 | 3 | 19 | 19 | 2 | 6 | 6 | 8 | 34 | 34 |
| The Vest University of Timişoara | 2 | 12 | 10 | 4 | 47 | 47 | 2 | 9 | 9 | 8 | 68 | 66 |
| University of Craiova | | | | 8 | 17 | 16 | 2 | 5 | 3 | 10 | 22 | 19 |
| Piteşti University | | | | 5 | 16 | 15 | | | | 5 | 16 | 15 |
| University "Dunărea de Jos" of Galaţi | 3 | 9 | 9 | 5 | 20 | 20 | 4 | 10 | 10 | 12 | 39 | 39 |
| "Lucian Blaga" University from Sibiu | 2 | 9 | 9 | 3 | 6 | 6 | | | | 5 | 15 | 15 |
| Petroleum-Gas University of Ploieşti | | | | 1 | 8 | 8 | | | | 1 | 8 | 8 |
| Petru Maior University, Tîrgu-Mureş | 4 | 17 | 17 | 7 | 18 | 18 | 3 | 7 | 5 | 14 | 42 | 40 |
| Sapientia University, Miercurea-Ciuc | 5 | 28 | 28 | 2 | 5 | 5 | 1 | 13 | 12 | 8 | 46 | 45 |
| Technical University of Cluj-Napoca | 2 | 5 | 9 | 6 | 31 | 19 | 7 | 31 | 32 | 15 | 67 | 60 |
| TOTAL | | | | | | | | | | 86 | 384 | 362 |

Please, notice that most of the respondents filled both Alpha and Beta version of the questionnaire (not duplicating the Leadership questionnaire blocks).

The industrial analysis is based on the following brake-down:

- 79 questionnaires from the telecommunication industry

- 195 questionnaires from the finance industry
- 105 questionnaires from the food processing industry

Consortium members decided to go further in data gathering, however for the purpose of completing Phase 1. the overall data base has been closed as of 30th of November 2006, and finalization of the report reflects this state-of-the-art of the data base.

Demographics of the data sample is the following:

*Gender distribution:*

- Males:
- Females:

*Distribution of the sample by nationality: (Valid: 374)*

- Romanian:          316 (84,5 %)
- Hungarian:          58 (15,5%)

*Geographic distribution:*

- Moldova          74 (19,42%)
- Muntenia-Oltenia          52 (13,65%)
- Banat-Crisana          95 (24,93%)
- Transilvania          160 (41,99%)

*Table 2: Geographic composition of the sample (n=365)*

|  | REGIO | | | | Total |
|---|---|---|---|---|---|
|  | Muntenia-Oltenia | Transilvania | Banat-Crisana | Moldova | |
| 1 Cluj | | 64 | | | 64 |
| 2 Craiova | 22 | | | | 22 |
| 3 Galati | | | | 39 | 39 |
| 4 Iasi | | | | 34 | 34 |
| 5 M-Ciuc | | 30 | | | 30 |
| 6 Oradea | | | 27 | | 27 |
| 7 Pitesti | 16 | | | | 16 |
| 8 Sibiu | | 15 | | | 15 |
| 9 Tg-Mures | | 42 | | | 42 |
| 10 Timisoara | | | 68 | | 68 |
| 11 Ploiesti | 8 | | | | 8 |
| Total | 46 | 151 | 95 | 73 | 365 |

# 1. SOCIETAL CULTURE

Below moving from variable to variable we will follow a presentation logic of:

- Defining the cultural variable according to the GLOBE monograph (House et al., 2004, 12.o.)

- Present world statistics of the respective variable, first the societal practice (as it is), than the societal value (as it should be). Statistical data are based on questionnaires of more than 17,000 middle managers in 951 organizations in telecommunication, finance and food processing industries from 62 societies. (Romanian data not included yet into the international data base).

- Present the Romanian statistics of the respective variable based on the consortial data

- Position the Romanian data in a world rank (of the 62 GLOBE societies) and based on a so called test banding statistical procedure[2] we also position Romania into country groups with *relatively high – medium – low* measures on the respective variables.

## 1.1. Power distance

Power Distance is the degree to which members of an organization or society expect and agree that power should be stratified and concentrated at higher levels o fan organization or government. (House et al., 2004, p.12.)

World statistics on Power distance (House et al., 2004, pp.539-540.) – higher scores indicate greater power distance:

- Societal practice (as is)

  - World average:      5.17
  - Highest three:      5.80 (Morocco), 5.80 (Nigeria), 5.68 (El Salvador)
  - Lowest three:       4.11 (Netherlands), 4.11 (South Africa black), 3.89 (Denmark)
  - Standard Deviation 0.41

- Societal values (should be)

  - World average:      2.75
  - Highest three:      3.65 (South Africa black), 3.53 (New Zealand), 3.52 (Albania)
  - Lowest three:       2.26 (Spain), 2.19 (Finland), 2.04 (Colombia)
  - Standard Deviation 0.35

- Romanian societal practice (as is) (n = 355)

  - Average:            5.63
  - Standard Deviation 0.81

- Romanian societal values (should be) (n=354)

  - Average:            2.78
  - Standard Deviation 0.81

With this societal average numbers Romania would rank as:

- 6th highest Power distance societal practice among the 62 GLOBE societies, and would belong to band (A) group of countries (**High** power distance group)

---

[2] For the technical details see: Hanges, P.J. – Dickson, M.W. – Sipe, M.T. (2004): Rational for GLOBE Statistical analysis. Societal Rankings and Test of Hypothesis. (in: House et al, 2004. pp. 219-221.

- 25th highest Power distance societal value among the 62 GLOBE societies, and would belong to band (C) group of countries (**Medium** expected power distance group)

Concluding remark: Romanian middle managers perceive relatively high power distance and would like to substantially reduce this high power distance in their society.

The very high Power Distance observed in societal practices might be due to the following reasons:

- this is a traditional character of the Romanian culture, based on the concentration of power at the top of the society, organizations, villages, family. Orthodox religion has been developing a strong cult for hierarchy, obedience and submission to the authorities in charge. It has been accentuated by the strong influence of the Orthodox Church in Romania, based on the Romanian people 2000 years long Christianity. It is known in the traditions of the orthodox church that of the twelfth apostles of Jesus Christ, Saint Andrew the First Chosen, has preached he Christian faith to people living in the eastern part of Romania, Dobrogea. Today, most of the Romanian people (87%) declare belonging to the Orthodox Church, while the church is the most trusted institution in Romania, usually 85% of respondents, according to polls.

- the heritage of the communist authoritarian system, based on developing a highly centralized society, both in politics and economy

- the pressure of social and political changes for democratization of the Romanian society, from the European Union, and from the interior of the society. The process is still underway going towards a semi-decentralization, though a process of power decentralization from the center of the system towards regions and local level. We appreciate that power is still being perceived as concentrated at the level of people in top position at various levels of the society, and not delegated to the bottom level of individual citizens. The balance of power is still strongly biased towards the upper end of the society. Middle class is still developing, although the situation is improving fast.

The structure of the management system at societal level is another reasons for this results:

- at top level managers mostly belong to the older generation, managing mostly by "experience", with a mostly technical training, few having a formal training in management, with limited real managerial competence.

- at middle level, managers are of a medium age and young, possessors of new managerial competences developed in the new market economy. However, they find themselves in a "buffer zone", between people at the top and people at the front line. Our experience is that they feel themselves blocked in their career by older managers occupying top positions.

- at Front line level, we found mostly very young managers.

This managerial system is filtering the access to power and blocks the hierarchical promotion of new generations, due to the conflict between "experience" and "competence" and a source of power.

## 1.2 Uncertainty avoidance

Uncertainty Avoidance is the extent to which members of an organization or society strive to avoid uncertainty by relying on established social norms, rituals, and bureaucratic practices. (House et al., 2004, p.12.)

World statistics on Uncertainty avoidance (House et al., 2004, pp.621-623.) – higher scores indicate greater uncertainty avoidance, lower scores indicate uncertainty bearing:

- Societal practice (as is)

    – World average:        4.16
    – Highest three:        5.37 (Switzerland), 5.32 (Sweeden), 5.31 (Singapore)

- Lowest three: 3.30 (Guatemala), 3.12 (Hungary), 2.88 (Russia)
- Standard Deviation 0.60

- Societal values (should be)

    - World average: 4.62
    - Highest three: 5.61 (Thailand), 5.60 (Nigeria), 5.37 (Albania)
    - Lowest three: 3.32 (Germany West), 3.24 (Netherlands), 3.16 (Switzerland)
    - Standard Deviation 0.61

- Romanian societal practice (as is) (n = 355)

    - Average: 3.66
    - Standard Deviation 0.96

- Romanian societal values (should be) (n=354)

    - Average: 5.39
    - Standard Deviation 0.84

With this societal average numbers Romania would rank as:

- 17th lowest (46th from the top) Uncertainty avoiding societal practice among the 62 GLOBE societies, and would belong to band (C) group of countries (**Relatively low** Uncertainty avoidance group - e.g. uncertainty bearing)

- 3rd highest Uncertainty avoiding societal value among the 62 GLOBE societies, and would belong to band (A) group of countries (**High** expected Uncertainty avoiding group)

Concluding remark: Romanian middle managers feel (perceive) relatively high uncertainty and would like to belong to a society providing much more certainty, and predictable environment.

The results obtained for Romania; high uncertainty avoidance and the need for a very stable environment could be explained by the following:

- One of the most surprising findings of the GLOBE societal cultural results in Eastern Europe is the high uncertainty bearing. All the religious traditions in the region suggest uncertainty avoidance. Hofstede (1993) depicts the Russian cultural heritage as a passivity, uncertainty avoiding tradition. All known measures about the region tend to be rather avoiding than bearing uncertainty, positioning Eastern European countries to the uncertainty avoiding half of the world map (Varga, 1986; Hofmeister-Bauer, 1995). However, on GLOBE Uncertainty avoidance practice country rankings, Russia scores the lowest, Hungary is the close second, and Georgia, Greece, Kazakhstan, Poland, and Slovenia are all in the last third. The only exception is Albania (14th in the world UA rank). Concerning the values: all but Hungary (37th) and Kazakhstan (42nd) are in the upper third, confirming the common-sense uncertainty avoiding value expectations. (Bakacsi et al., 2002)

- Romanian society is traditional and by the 45 years of communism that have emphasized a highly stable, rigid, highly protective social environment. The rate of change was controlled, work and life were controlled, quite predicable if you were respecting rules of the society.

- After the 1989 December revolution, when more than 1100 people were killed in the fight, we assume that "a collective cultural shock" happened: people, accustomed with stability, rigidity, low rate of change, all of a sudden have been confronted with a very high intensity of social, political, economical, legal, cultural change. That led people being unable to cope with the magnitude of change, well beyond their capability to assimilate change. Consequently, their adaptability has been surpassed and their need for stability and uncertainty avoidance remained high. However, the well-known Eastern-European cultural phenomena of "feeling uncertainty" seem to be characteristic to the Romanian culture as well.

## 1.3. Institutional collectivism

Institutional Collectivism (Collectivism I.) is the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action. (House et al., 2004, p.12.). This variable (as a construct) is identical with the Individualism-Collectivism scales used in the culture literature (for example at Hofstede).

World statistics on Institutional collectivism (House et al., 2004, pp.467-472.) – higher scores indicate more collectivism:

- Societal practice (as is)

    - World average:        4.25
    - Highest three:        5.22 (Sweden), 5.20 (South Korea), 5.19 (Japan)
    - Lowest three:         3.56 (Germany East), 3.53 (Hungary), 3.25 (Greece)
    - Standard Deviation    0.42

- Societal values (should be)

    - World average:        4.72
    - Highest three:        5.65 (El Salvador), 5.62 (Brazil), 5.41 (Iran)
    - Lowest three:         3.90 (Korea), 3.89 (Russia), 3.83 (Georgia)
    - Standard Deviation    0.49

- Romanian societal practice (as is) (n = 355)

    - Average:            3.75
    - Standard Deviation  0.85

- Romanian societal values (should be) (n=354)

    - Average:            4.98
    - Standard Deviation  0.87

With this societal average numbers Romania would rank as:

- 8th more individualistic societal practice among the 62 GLOBE societies, and would belong to band (C) group of countries (**Relatively low** institutional collectivism group - e.g. individualistic)

- 23rd highest Institutional collectivism societal value among the 62 GLOBE societies, and would belong to band (B) group of countries (**Relatively high** expected institutional collectivism group)

Concluding remark: Romanian middle managers feel (perceive) relatively high individualism and would like to belong to a much more collectivistic society.

The score for societal level could be explained by:

- in the case of the Eastern European countries, the social-economic transition has resulted in a substantial change in people's perception of current social practices. Eastern European cultures are considered as collectivistic societies. The collectivistic ideology, the religious roots and the common sense all promote this view. However, none of the Eastern European countries appear in the highest collectivistic group in GLOBE. Greece and Hungary are among the most individualistic, and the rest is in the medium group. The otherwise collectivistic Russia and Georgia lead the list of the values ranking on the individualistic edge, desiring to be more individualistic even in terms of absolute scores. This cultural phenomena might be devoted to the collapse of the socialist system and ideology, which caused a great sense of energy and arousal on the one hand, and a substantial regression in economic growth, net personal income, living standards, unemployment, inflation, and other important economic indicators on the other. Masses of society members have been losers of the transition period: They lost their jobs while facing increasing (market) prices. The newly introduced

taxes and inflation substantially reduced discretionary income and economic shock therapies replaced the social safety net and maintenance. The nature of the changes in the economy was unprecedented: They were forced on the companies because for most of the companies there was no choice but to change. This process increased the win/lose pattern and the self-interest driven (individualistic) behavior in the transition societies (including Romania). (Bakacsi et al, 2002)

- the strong influence of western values, mostly US, through transfer by the mass media and by increased exchange of people across frontiers after 1990. Romanians have emigrated and worked in various European Union countries, too.

- Traditional society and the collectivistic communist systems, founded on values and ideology of support, protection, help, have led to institutionalization on the need for social protection at national level. Hence, high expectation to receive from the society and low propensity to give to the society. Consequently, people perceive as unfair the ratio between give and receive, expecting to receive from the society, from others, and give afterwards, if they have what to be given.

## 1.4. In-Group Collectivism

In-Group Collectivism (Collectivism II.) is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families (House et al., 2004, p.12.)

World statistics on In-Group collectivism (House et al., 2004, pp.467-472.) – higher scores indicate greater collectivism:

- Societal practice (as is)

    – World average:         5.13
    – Highest three:         6.36 (Philippines), 6.19 (Georgia), 6,03 (Iran)
    – Lowest three:          3.66 (Sweden), 3.67 (New Zealand), 3.83 (Denmark)
    – Standard Deviation     0.73

- Societal values (should be)

    – World average:         5.66
    – Highest three:         6.52 (El Salvador), 6.25 (Colombia), 6.21 (New Zealand)
    – Lowest three:          5.09 (China), 4.99 (South Africa black), 4.94 (Switzerland)
    – Standard Deviation     0.35

- Romanian societal practice (as is) (n = 355)

    – Average:            5.43
    – Standard Deviation  0.80

- Romanian societal values (should be) (n=354)

    – Average:            6.12
    – Standard Deviation  0.81

With this societal average numbers Romania would rank as:

- 31st more collectivistic societal practice among the 62 GLOBE societies, and would belong to band (A) group of countries (**High** In-Group collectivism group)

- 9th highest In Group collectivism societal value among the 62 GLOBE societies, and would belong to band (A) group of countries (H**ighest** expected In-Group collectivism group)

Concluding remark: Romanian middle managers seem to perceive and expect much more collectivism, cohesiveness, and cooperativeness in their closer community (family, or organization) compared to their perception on their broader social environment 8which they feel more individualistic and competitive).

We consider that this situation (high level in practice, however, higher level was expected) could be explained through:

- Romanian people's cultural traditions, based on the high importance given to family, family values, much stronger than societal values (see: Catana-Catana, 1999).

- changes during the 1990's that led also to weakening and desegregation of groups such as friends, large family, did accentuated the nostalgia for paternalistic values and for the protection once offered by belonging to strong groups.

## 1.5. Gender egalitarianism

Gender egalitarianism: (1) is the degree to which an organization or a society minimizes gender role differences while promoting gender equality. (House et al., 2004, p.12.)

World statistics on Gender egalitarianism (House et al., 2004, pp.362-366.) – higher scores indicate gender egalitarianism (femininity), lower scores indicate greater male domination (masculinity):

- Societal practice (as is)

    – World average:         3.37
    – Highest three:         4.08 (Hungary), 4.07 (Russia), 4.02 (Poland)
    – Lowest three:          2.81 (Egypt), 2.58 (Kuwait), 2.50 (South Korea)
    – Standard Deviation     0.37

- Societal values (should be)

    – World average:         4.51
    – Highest three:         5.17 (England), 5.15 (Sweden), 5.14 (Ireland)
    – Lowest three:          3.45 (Kuwait), 3.38 (Quatar), 3.18 (Egypt)
    – Standard Deviation     0.48

- Romanian societal practice (as is) (n = 355)

    – Average:              3.88
    – Standard Deviation 0.71

- Romanian societal values (should be) (n=354)

    – Average:              4.63
    – Standard Deviation 0.68

With this societal average numbers Romania would rank as:

- 7th more feminin societal practice among the 62 GLOBE societies, and would belong to band (A) group of countries (**High** Gender egalitarianism group)

- 30th more feminin societal value among the 62 GLOBE societies, and would belong to band (A) group of countries (**High** expected Gender egalitarianism group)

Concluding remark: Romanian middle managers seem to perceive and expect femininity and gender egalitarianism in a relatively masculine world.

The results of the research are high for practice, while for expected the score is even higher, but coherent with the trend experienced in world average, that in a relatively masculine world we would like to belong to a more feminine world.

The results are aligned with a more general European trend and even at world level towards more equality between men and women, mainly determined by the changes of mentality and practices related to women role in the modern society. The number of Romanian women working practically in most of

the jobs and professions, at every managerial level, including women entrepreneurs has increased. However, number of women in politics is still quite low, compared to other areas of activity.

Changes are slow, step by step, also due to cultural characteristics of femininity, a characterized by a low propensity for risk taking, specific for women.

## 1.6. Assertiveness

Assertiveness is the degree to which individuals in organizations or society are assertive, confrontational, and aggressive in social relationships. (House et al., 2004, p.12.)

World statistics on Assertiveness (House et al., 2004, pp.409-411.) – higher scores indicate greater assertiveness, lower scores indicate tenderness:

- Societal practice (as is)

    – World average:          4.14
    – Highest three:          4.89 (Albania), 4.79 (Nigeria), 4.79 (Hungary)
    – Lowest three:           3.47 (Switzerland French), 3.42 (New Zealand), 3.38 (Sweden)
    – Standard Deviation      0.37

- Societal values (should be)

    – World average:          3.82
    – Highest three:          5.56 (Japan), 5.44 (China), 5.14 (Philippines)
    – Lowest three:           2.83 (Russia), 2.81 (Austria), 2.66 (Turkey)
    – Standard Deviation      0.63

- Romanian societal practice (as is) (n = 355)

    – Average:                4.14
    – Standard Deviation      0.82

- Romanian societal values (should be) (n=354)

    – Average:                4.53
    – Standard Deviation      0.90

With this societal average numbers Romania would rank as:

- 30th in assertiveness societal practice among the 62 GLOBE societies (practically in the middle), and would belong to band (A) group of countries (**High** Assertiveness group)

- 10th in assertiveness societal value among the 62 GLOBE societies (practically in the middle), and would belong to band (A) group of countries (**High** Assertiveness group)

Concluding remark: Romanian middle managers perceive a high assertiveness in their society.

Romanian culture is at average level, equal with world average. Romanian society is perceived by middle managers as a relatively assertive one, not passive in social confrontation (but not necessarily aggressive,). This is suggesting an adaptation of behavior according to situation – the win/lose pattern (discussed in the Institutional collectivism section above) may also generate somewhat assertive behavior in social relationships. People are generally trying to be dominant in their relationship to each other.

A possible explanation: the outcomes are dependent on historical conditions of Romania with respect of the evolution towards democracy. Should not forget in time Romania confronted communism, military (General Antonescu), royal (Carol II king) dictatorships, and monarchy. Romania's has a quite limited experience with democracy (about 80 years).

## 1.7. Humane orientation

Humane orientation is the degree to which individuals in organizations or society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring, and kind to others. (House et al., 2004, p.12.)

World statistics on Humane orientation (House et al., 2004, pp.573-574.) – higher scores indicate greater humane orientation:

- Societal practice (as is)

    – World average:         4.09
    – Highest three:         5.23 (Zambia), 5.12 (Philippines), 4.96 (Ireland)
    – Lowest three:          3.34 (Greece), 3.32 (Spain), 3.18 (Germany, West )
    – Standard Deviation     0.47

- Societal values (should be)

    – World average:         5.42
    – Highest three:         6.09 (Nigeria), 5.81 (Finland), 5.79 (Singapore)
    – Lowest three:          5.01 (Thailand), 4.99 (Costa Rica), 4.49 (New Zealand)
    – Standard Deviation     0.25

- Romanian societal practice (as is) (n = 355)

    – Average:               4.09
    – Standard Deviation     0.93

- Romanian societal values (should be) (n=353)

    – Average:               5.30
    – Standard Deviation     0.73

With this societal average numbers Romania would rank as:

- 31st Humane oriented societal practice among the 62 GLOBE societies, and would belong to band (C) group of countries (**Relatively low** Humane orientation group)

- 42nd in humane orientation societal value among the 62 GLOBE societies, and would belong to band (C) group of countries (**Relatively low** expected Humane orientation group)

Concluding remark: Romanian middle managers seem to perceive their social environment as being relatively high humane oriented, and expect substantial improvement in Humane orientation, however this strive for being more Humane oriented is still remains somewhat behind other countries improvement expectations in this respect.

Romanian Humane orientation could be explained by the characteristics of Romanian traditional society, based on orthodox values, oriented towards family values which support a specific human profile: "good people, caring, warm, and good hearted".

## 1.8. Performance orientation

Performance orientation is the degree to which an organization or society encourages and rewards group members for performance improvement and excellence. (House et al., 2004, p.12.)

World statistics on Performance orientation (House et al., 2004, pp.249-251.) – higher scores indicate greater performance orientation:

- Societal practice (as is)

    – World average:          4.10
    – Highest three:          4.94 (Switzerland), 4.90 (Singapore), 4.80 (Hong Kong)
    – Lowest three:           3.39 (Russia), 3.32 (Venezuela), 3.20 (Greece)
    – Standard Deviation      0.41

- Societal values (should be)

    – World average:          5.94
    – Highest three:          6.58 (El Salvador), 6.45 (Zimbabwe), 6.42 (Colombia)
    – Lowest three:           5.25 (South Korea), 5.17 (Japan), 4.92 (South Africa black)
    – Standard Deviation      0.34

- Romanian societal practice (as is) (n = 355)

    – Average:                3.51
    – Standard Deviation      1.07

- Romanian societal values (should be) (n=353)

    – Average:                4.92
    – Standard Deviation      0.60

With this societal average numbers Romania would rank as:

- 6th least Performance oriented societal practice[3] among the 62 GLOBE societies[4], and would belong to band (C) group of countries (**Low** Performance orientation group)

- 2nd least Performance oriented societal value among the 62 GLOBE societies[5], and would belong to band (E) group of countries (**Lowest** expected Performance orientation group)

Concluding remark: Romanian middle managers do not seem to perceive a social environment that encourages and rewards performance, but although expecting substantial improvement in Performance orientation, this strive for being more performance oriented is still legging well behind other countries improvement expectations.

Romanian practice score is one of the lowest in the world (sixth from bottom). The "should be" score is much higher, but still this score is much lower than world average.

Social environment is not encouraging and is not rewarding individual, nor group performance. On the contrary, the widely accepted belief is that if you are a rich person, you are not fair, honest, and good person. We consider that reasons for that are first, the orthodox faith, that preaches and emphasizes modesty, humility, and second, communist ideology based on collective property and interdiction of accumulating wealth. Being rich was not moral, and every rich individual was subject to legal prosecution. The law assumed that a rich person has to demonstrate that his or her wealth was due to legal activities, because a rich person was by definition guilty of illegal activities. On the other hand, there is a belief that one doesn't get a proper and equitable reward according to his or her efforts and dedication. This belief is maintained also by the motivational system that doesn't reward sustainable performance. Doing things right is an obligation, therefore is normal, so there is no need for a reward. So, there is no incentive for doing them better. Romanian societal culture is not supporting a cult for performance. A tendency for being easy going is another characteristic of it.

---

[3] However, please note the relatively high standard deviation score, meaning that the opinion of respondents deviates in a wide range on this
[4] Hungary scores 3.43 and ranked as 4th least Performance oriented society
[5] Hungary scores 5.96 and ranked as 35th (medium - B) Performance oriented society

## 1.9. Future orientation

Future orientation is the degree to which individuals in organizations or societies engage in future oriented behaviors such as planning, investing in the future, and delaying individual or collective gratification. (House et al., 2004, p.12.)

World statistics on Future orientation (House et al., 2004, pp.303-306.) – higher scores indicate greater future orientation:

- Societal practice (as is)

    – World average:          3.85
    – Highest three:          5.07 (Singapore), 4.73 (Switzerland), 4.64 (South Africa black)
    – Lowest three:           3.11 (Poland), 3.08 (Argentina), 2.88 (Russia)
    – Standard Deviation      0.46

- Societal values (should be)

    – World average:          5.48
    – Highest three:          6.20 (Thailand), 6.12 (Namibia), 6.07 (Zimbabwe)
    – Lowest three:           4.79 (Switzerland), 4.73 (China), 4.33 (Denmark)
    – Standard Deviation      0.41

- Romanian societal practice (as is) (n = 355)

    – Average:                3.33
    – Standard Deviation      0.96

- Romanian societal values (should be) (n=354)

    – Average:                5.56
    – Standard Deviation      0.89

With this societal average numbers Romania would rank as:

- 10th least Future oriented societal practice among the 62 GLOBE societies[6], and would belong to band (C) group of countries (**Relatively low** Future orientation group)

- 30th in Performance oriented societal value (in the middle) among the 62 GLOBE societies[7], and would belong to band (B) group of countries (**Relatively high** expected Performance orientation group)

Concluding remark: Romanian middle managers seem to perceive a society focusing rather on the present that planning for the future, however expecting substantial improvement in Future orientation.

The score for should be is at world average. However, practice indicates a focus on present, an orientation towards daily problems, mainly because they are perceived of being urgent and complex. Today is more certain that future. Uncertainty of the future is very low tolerated by Romanians. On the other hand, a strong reason is the fatality of the Christian orthodox religion, that states that God's will is greater than one's will, and all the things and events happen because that is the way they should happen.

## 1.10. Summary of Romanian culure

Summarizing and drawing a conclusion Romanian cultural profile can be described as follows:

---

[6] Hungary scores 3.21 and ranked as 4th least Future oriented society
[7] Hungary scores 5.70 and ranked as 22th (high - A) Future oriented society

As shown in Table 3 Romania's societal practices in absolute measures are rated as **high** on Power Distance (5.63), In-Group Collectivism (5.43), has **low** ratings on Uncertainty avoidance (3.66), Performance orientation (3.51) and Future orientation (3.33), and other cultural dimensions (Institutional collectivism – 3,75, Gender egalitarianism – 3,88, Assertiveness – 4,14, Humane orientation – 4.09) are rated in the **mid-range**, around an average of 4. So, Romania is distinguished as having high power distance (hierarchical), highly group oriented (cohesive in closer communities), tolerating uncertainty, low on performance orientation and focusing on the present, rather than the future.

*Table 3: Romanian societal practice scores (n=355)*

| GLOBE Societal practice variables | N | Minimum | Maximum | Mean | Std. Deviation | Rank in GLOBE 62 | Band |
|---|---|---|---|---|---|---|---|
| Power Distance | 355 | 3.40 | 7.00 | 5.6263 | .8079 | 3rd | A (highest) |
| Uncertainty Avoidance | 355 | 1.00 | 6.25 | 3.6601 | .9601 | 44th | C (relatively low) |
| Institutional Collectivism (Coll.1.) | 355 | 1.50 | 5.75 | 3.7484 | .8481 | 54th | C (relatively low) |
| In-Group Collectivism (Coll.2) | 355 | 2.67 | 7.00 | 5.4322 | .8025 | 25th | A (highest) |
| Gender Egalitarianism | 355 | 1.60 | 5.80 | 3.8815 | .7085 | 9th | A (highest) |
| Assertiveness | 355 | 1.50 | 6.75 | 4.1396 | .8160 | 31st | B (middle) |
| Humane Orientation | 355 | 1.00 | 7.00 | 4.0938 | .9343 | 24th | B (relatively high) |
| Performance Orientation | 355 | 1.00 | 7.00 | 3.5080 | 1.0719 | 56th | C (lowest) |
| Future Orientation | 355 | 1.00 | 5.60 | 3.3280 | .8755 | 52nd | C (relatively low) |

*Figure 1. Comparison of Romanian cultural profile to the world average (societal practice)[8]*
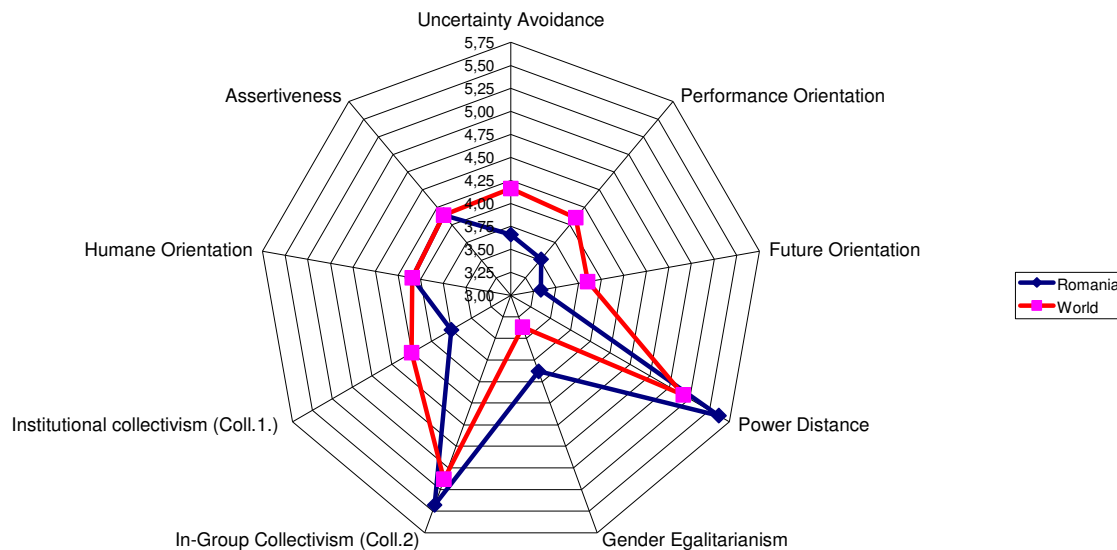


However, if we compare the scores of Romania to the world average scores the relative picture is a little bit changes: as shown on Figure 1, Romania's societal practices in relative measures is **higher that the world average** on Power Distance, In-Group Collectivism, and Gender egalitarianism (relatively feminine), relatively **low** on Uncertainty avoidance, Performance orientation, Future orientation, and Institutional collectivism (relatively individualistic), and are practically equal with the world average on Assertiveness, Humane orientation.

---

[8] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 3 to 5,75.

It gives us another perspective if we compare the cultural profile of Romania to culturally homogeneous groups of countries (cluster profiles). Table 4. presents the cultural clusters identified by clustering GLOBE sample countries.

*Table 4. Societal cultural classification of GLOBE*[9]

| *Anglo Culture* | *Germanic Europe* | *Nordic Europe* | *Latin Europe* | *Eastern Europe* |
|---|---|---|---|---|
| England | Austria | Finland | Israel | Hungary |
| Australia | Switzerland | Sweden | Italy | Russia |
| South Africa (White Sample) | Netherlands | Denmark | Portugal | Kazakhstan |
| Canada | Germany (Former EAST) | | Spain | Albania |
| New Zealand | Germany (Former WEST) | | France | Poland |
| Ireland | | | Switzerland (French speaking) | Greece |
| USA | | | | Slovenia |
| | | | | Georgia |
| *Latin America* | *Southern Asia* | *Confucian Asia* | *Arab Cultures* | *Sub-Sahara Africa* |
| Costa Rica | India | Taiwan | Qatar | Namibia |
| Venezuela | Indonesia | Singapore | Morocco | Zambia |
| Ecuador | Philippines | Hong Kong | Turkey | Zimbabwe |
| Mexico | Malaysia | South Korea | Egypt | South Africa (Black Sample) |
| El Salvador | Thailand | China | Kuwait | Nigeria |
| Colombia | Iran | Japan | | |
| Guatemala | | | | |
| Bolivia | | | | |
| Brazil | | | | |
| Argentina | | | | |

Source: The Gupta-Hanges-Dorfman (2002)

It is worthwhile to assume, that Romania would show similarity to either to the Eastern-European, or to the Latin-European cluster. Table 5. gives us the opportunity to compare Romanian cultural profile to the two clusters (however, note that we compare single country scores to cluster *averages*)

*Table 5. The cultural profile of Eastern-European and Latin-European clusters compared to Romania (societal practice)*

| | Uncertainty avoidance | Power distance | Future orientation | Institutional collectivism | Humane orientation | Performance orientation | In-Group Collectivism | Gender egalitarianism | Assertiveness |
|---|---|---|---|---|---|---|---|---|---|
| Romania | 3,66 | 5,63 | 3,33 | 3,75 | 4,09 | 3,51 | 5,43 | 3,88 | 4,14 |
| Eastern Europe | 3,57 | 5,25 | 3,37 | 4,08 | 3,84 | 3,71 | 5,53 | 3,84 | 3,51 |
| Latin Europe | 4,25 | 5,21 | 3,79 | 4,08 | 3,85 | 4,10 | 4,87 | 3,27 | 3,86 |

---

[9] Notice, that although the Czech Republic is also part of the GLOBE sample, however, country had been excluded from clustering (in order to avoid misinterpretation) as its data took an extreme position with almost every cultural and leadership variable.

In Table 6. we summarize the cultural profiles of the ten clusters, and highlight Eastern-Europe (red letter), Latin-Europe (blues letters), and for further comparison Latin-America (these three clusters show the most similarities to each other).

Table 6, on the other hand helps us to put this comparison into a world perspective, comparing the ten clusters as scoring high, medium or low on the cultural variables.

*Table 6. The cultural profile of the ten clusters (societal practice)*

| | In-Group Collectivism | Power Distance | Uncertainty Avoidance | Performance Orientation | Future Orientation | Institutional Collectivism | Assertiveness | Humane Orientation | Gender Egalitarianism |
|---|---|---|---|---|---|---|---|---|---|
| World average | 5,13 | 5,17 | 4,16 | 4,10 | 3,85 | 4,25 | 4,14 | 4,09 | 3,37 |
| Range of cluster means | 3.75-5.87 | 4.54-5.39 | 3.56-5.19 | 3.73-4.58 | 3.38-4.40 | 3.86-4.88 | 3.66-4.55 | 3.55-4.71 | 2.95-3.84 |
| **Higher** | Southern Asia | Southern Asia | Nordic Europe | Confucian Asia | Germanic Europe | Nordic Europe | Germanic Europe | Southern Asia | **Eastern Europe** |
| | | ***Latin America*** | Germanic Europe | Germanic Europe | Nordic Europe | Confucian Asia | | Sub-Sahara Africa | Nordic Europe |
| | | | | Anglo Cultures | | | | Arabic Cultures | |
| **Medium** | Arabic Cultures | **Eastern Europe** | Confucian Asia | Southern Asia | Confucian Asia | Anglo Cultures | **Eastern Europe** | Anglo Cultures | ***Latin America*** |
| | **Eastern Europe** | Sub-Sahara Africa | Anglo Cultures | Sub-Sahara Africa | Anglo Cultures | Southern Asia | Sub-Sahara Africa | Nordic Europe | Anglo Cultures |
| | ***Latin America*** | Arabic Cultures | Sub-Sahara Africa | | Southern Asia | Sub-Sahara Africa | ***Latin America*** | ***Latin America*** | ***Latin Europe*** |
| | Confucian Asia | ***Latin Europe*** | ***Latin Europe*** | | Sub-Sahara Africa | Arabic Cultures | Anglo Cultures | Confucian Asia | Sub-Sahara Africa |
| | Sub-Sahara Africa | Confucian Asia | Southern Asia | | ***Latin Europe*** | | Arabic Cultures | | Southern Asia |
| | ***Latin Europe*** | Anglo Cultures | Arabic Cultures | | | | Confucian Asia | | |
| | | Germanic Europe | | | | | ***Latin Europe*** | | |
| **Lower** | Anglo Cultures | Nordic Europe | ***Latin America*** | ***Latin Europe*** | Arabic Cultures | **Eastern Europe** | Southern Asia | **Eastern Europe** | Confucian Asia |
| | Germanic Europe | | **Eastern Europe** | Nordic Europe | ***Latin America*** | Germanic Europe | Nordic Europe | ***Latin Europe*** | Germanic Europe |
| | Nordic Europe | | | Arabic Cultures | **Eastern Europe** | ***Latin Europe*** | | Germanic Europe | Arabic Cultures |
| | | | | ***Latin America*** | | ***Latin America*** | | | |
| | | | | **Eastern Europe** | | | | | |

Without going into deeper analysis about the cultural similarities – it should be subject of further consortial discussions – it seems, that the Romanian cultural profile seems to show closer kinship to the Eastern-European profile, that to the one of Latin-European. Comparing Romanian data to Latin-European cluster averages it seems that the differences are greater that comparing to Eastern-European cluster averages at least in case of 5 variables (out of 9). Figures 2 and 3 present comparisons to the two cultural clusters Romania may show kinship.

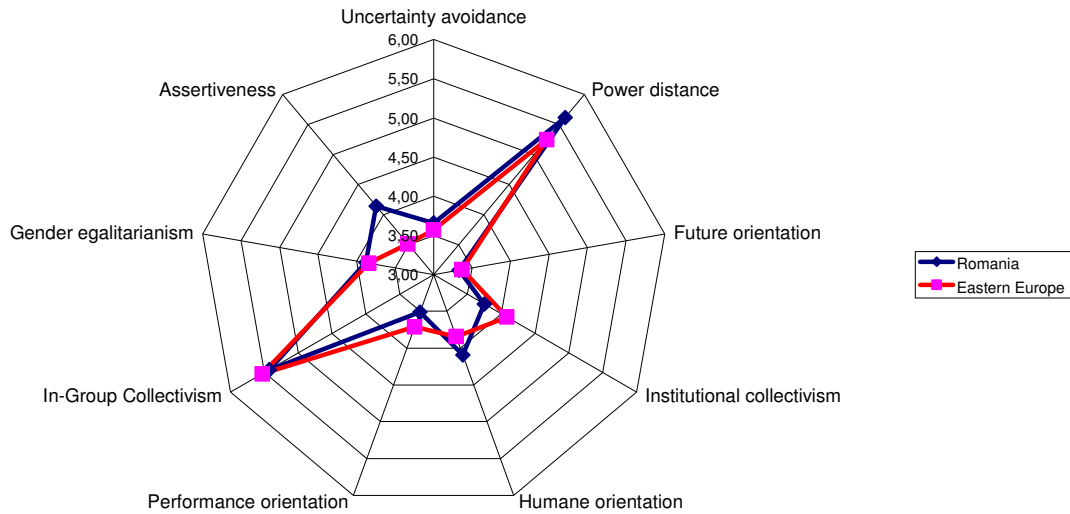*Figure 2. Comparison of Romanian cultural profile to the Eastern-European cluster (societal practice)[10]*



*Figure 3. Comparison of Romanian cultural profile to the Latin-European cluster (societal practice)[11]*
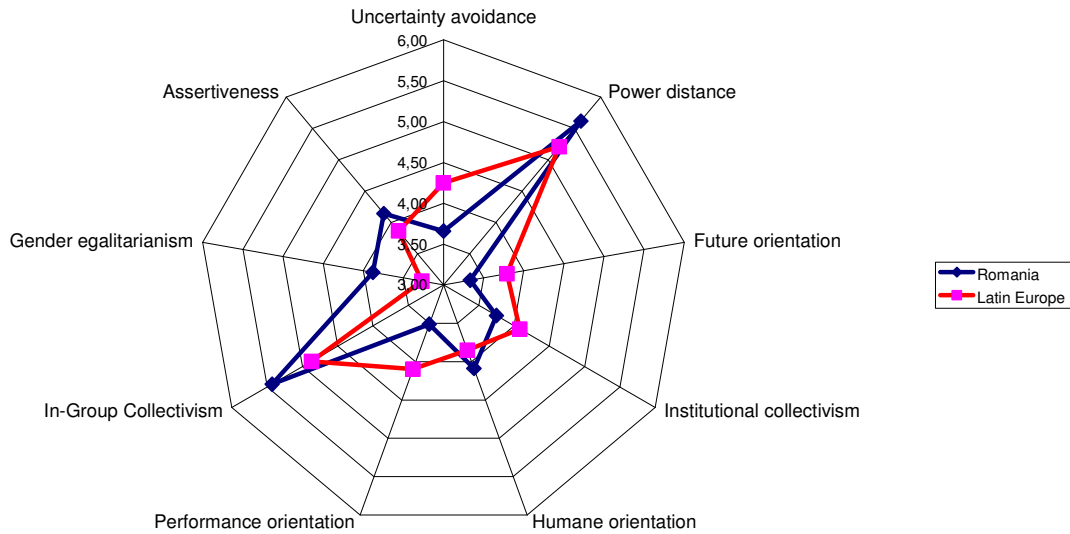


Figure 4 consolidates the comparisons above.

---

[10] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 3 to 6.

[11] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 3 to 6.

***Figure 4: Comparison of Romanian cultural profile to the Eastern-European and the Latin-European clusters (societal practice)[12]***
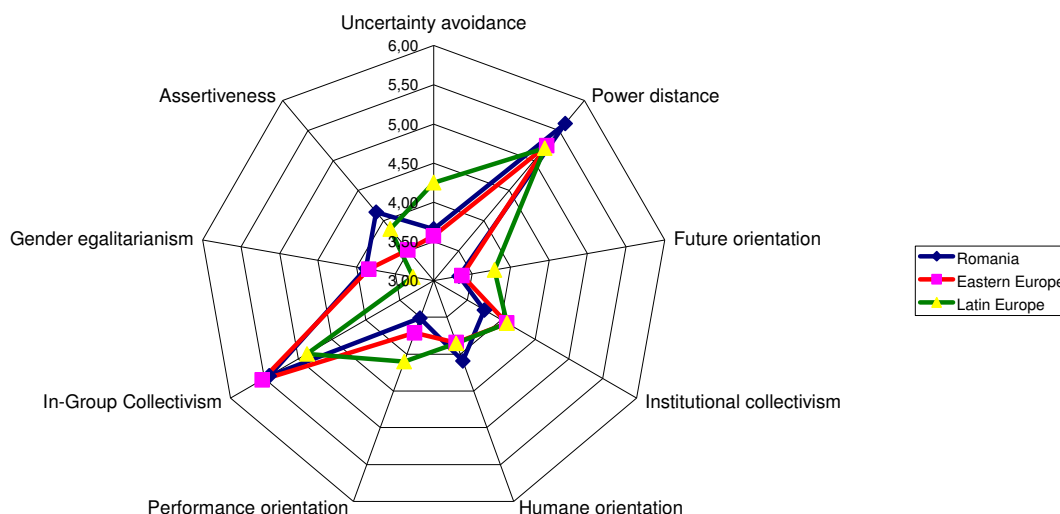


The most tangible differences are as follows: Latin-European countries tend to be
- more uncertainty avoiding
- more future oriented
- more performance oriented
- less (in-group) collectivistic
- and less gender egalitarian (more masculine)

Concerning the societal values, as shown in Table 7. Romania's societal values in absolute measures are rated as **high** on In-Group Collectivism (6.12), Future orientation (5.56), Uncertainty Avoidance (5.39), Humane orientation (5.29), Performance orientation (4.92), Institutional collectivism (4.98) and Gender egalitarianism (4.63), has **low** ratings on Power distance (2.78).

*Table 7: Romanian societal values scores (n=354)*

| | N | Mini-mum | Maxi-mum | Mean | Std. Deviation | Rank in GLOBE 62 | Band |
|---|---|---|---|---|---|---|---|
| Power Distance | 354 | 1,00 | 5,20 | 2,7771 | 0,8835 | 22rd | C (medium) |
| Uncertainty Avoidance | 354 | 2,75 | 7.00 | 5,3922 | 0,839 | 3rd | A (highest) |
| Institutional Collectivism (Coll.1) | 353 | 2,50 | 7,00 | 4,9773 | 0,8673 | 23rd | B (relatively high) |
| In-Group Collectivism (Coll. 2) | 353 | 3,25 | 7,00 | 6,1223 | 0,8051 | 5th | A (highest) |
| Gender Egalitarianism | 353 | 2,40 | 6,20 | 4,6285 | 0,684 | 30th | B (relatively high) |
| Humane Orientation | 353 | 3,00 | 7,00 | 5,2958 | 0,7327 | 37th | C (relatively low) |
| Performance Orientation | 353 | 2,50 | 6,33 | 4,924 | 0,6008 | 60th | E (lowest) |
| Future Oriented | 354 | 2,75 | 7,00 | 5,5605 | 0,8904 | 32nd | B (relatively high) |

---

[12] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 3 to 6.

Figure 5. clearly shows, that Romanian middle managers' expectations are pretty close to the respective world averages, except of two variables: they tend to strive for lower Performance orientation, and would like to avoid uncertainty even more. Besides, somewhat higher the In-Group collectivity expectation.

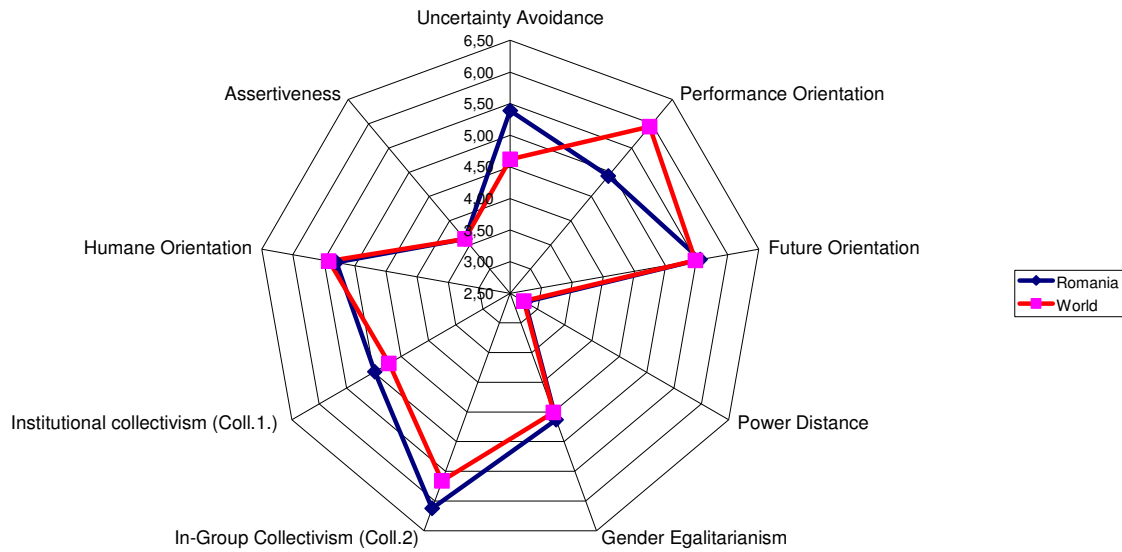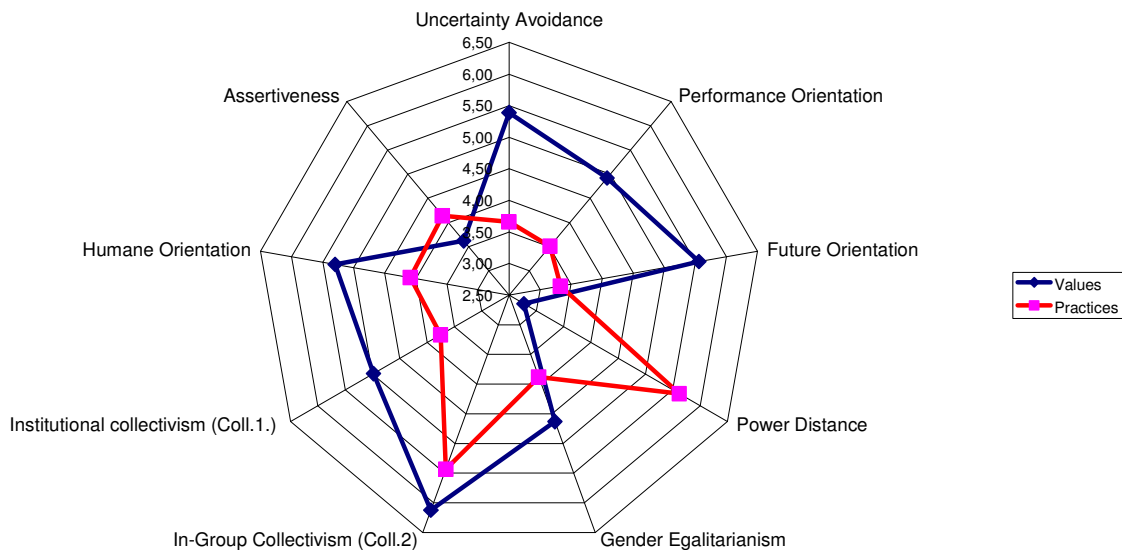*Figure 5. Comparison of Romanian cultural profile to the world average (societal values)[13]*



*Figure 6. Cultural variable scores of Romanian society (comparison of practices and values)[14]*



---

[13] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 2.5 to 6.5.
[14] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 2.5 to 6.5.

Finally, it is interesting to compare the perceptions (practices) and the expectations (values) of the Romanian middle managers. Figure 6. depicts that comparison.

It seems that in the Romanian society there are substantial tension to:
- reduce power distance and assertiveness, and
- increase uncertainty avoidance, future and performance orientation, institutional collectivism, gender egalitarianism, and humane orientation

It is interesting to compare the cultural differences of the four major geographic regions of Romania. Table 8. and Figure 7 summarizes the main differences.

*Table 8: Romanian societal values scores (n=354)*

| Regional means | Uncer-tainty Avoid-ance ** | Perfor-mance Orien-tation | Fu-ture Orien-tation * | Power Dis-tance | Gender Egali-tarian-ism | In-Group Col-lectiv-ism | Institu-tional collectiv-ism | Hu-mane Orien-tation | Asser-tive-ness * |
|---|---|---|---|---|---|---|---|---|---|
| Romania | 3,66 | 3,51 | 3,33 | 5,62 | 3,88 | 5,43 | 3,75 | 4,09 | 4,14 |
| Moldova | 4,02 | 3,60 | 3,28 | 5,77 | 3,88 | 5,58 | 3,74 | 4,22 | 4,03 |
| Muntenia-Oltenia | 3,65 | 3,76 | 3,67 | 5,51 | 3,90 | 5,47 | 3,86 | 4,15 | 4,13 |
| Banat-Crisana | 3,58 | 3,31 | 3,32 | 5,54 | 3,96 | 5,43 | 3,85 | 4,12 | 4,36 |
| Transilvania | 3,54 | 3,49 | 3,25 | 5,65 | 3,83 | 5,35 | 3,66 | 4,00 | 4,07 |
| | Regional differences to the Romanian grand-mean | | | | | | | | |
| Moldova | 0,36 | 0,09 | -0,05 | 0,15 | 0,00 | 0,15 | 0,00 | 0,13 | -0,11 |
| Muntenia-Oltenia | -0,01 | 0,25 | 0,34 | -0,11 | 0,02 | 0,04 | 0,11 | 0,06 | -0,01 |
| Banat-Crisana | -0,08 | -0,20 | -0,01 | -0,08 | 0,08 | 0,00 | 0,10 | 0,03 | 0,22 |
| Transilvania | -0,12 | -0,02 | -0,08 | 0,03 | -0,05 | -0,08 | -0,09 | -0,10 | -0,07 |

** = regional differences are significant on <.01 level, tested with F-test

 * = regional differences are significant on <.05 level, tested with F-test

*Figure 7. Cultural differences in the main geographic regions in Romania[15]*



Moldova  Muntenia-Oltenia  Banat-Crisana  Transilvania

---
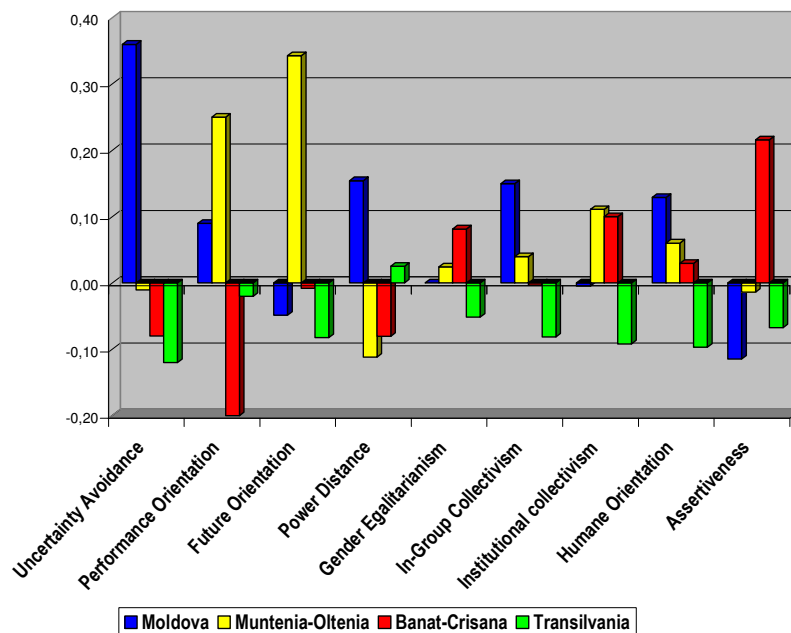
[15] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the respective regional differences compared to the societal average.

Research evidence shows, that the main geographic regions show significant differences in Uncertainty avoidance, Future orientation, and in Assertiveness.

Below we present the significant regional differences on Figures 8-10, and Tables 9-11.

- Concerning Uncertainty avoidance Moldova seems to be the most Uncertainty avoiding (4,02), and Transilvania (3,54) the most Uncertainty baring region, the confidence interval of the two regions do not overlap at all, further more Banat-Crisana (3,58) seems also to be significantly different from that of Moldova. The difference is significant on a <0.01 level (F=4,3877) – see Figure 8, and Table 9.
- Concerning Future orientation Muntenia-Oltenia is the most Future oriented (3,67), and Transilvania seems to have the shortest perspective (3,26), the confidence interval of the two regions do not overlap at all, further more future orientation of both Banat-Crisana (3,32) and Moldova (3,28) seem also to be significantly different from that of Moldova. The difference is significant on a <0.05 level (F=3,0223) – see Figure 9, and Table 10.
- Concerning Assertiveness Banat-Crisana tends to be the most Assertive (4,36), and Moldova the most tender (4,03), the confidence interval of the two regions do not overlap at all, further more tenderness of Transilvania (4,07) seems also to be significantly different from that of Banat-Crisana. The difference is significant on a <0.05 level (F=2,8781) – see Figure 10, and Table 11.

*Table 9. ANOVA test of regional differences of Uncertainty avoidance in Romania*

| ANOVA | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Uncertainty Avoidance | Between Groups | 11,80 | 3 | 3,9320 | 4,3877 | 0,0048 |
| | Within Groups | 314,55 | 351 | 0,8962 | | |
| | Total | 326,35 | 354 | | | |

*Figure 8. Regional differences on Uncertainty Avoidance in Romania*
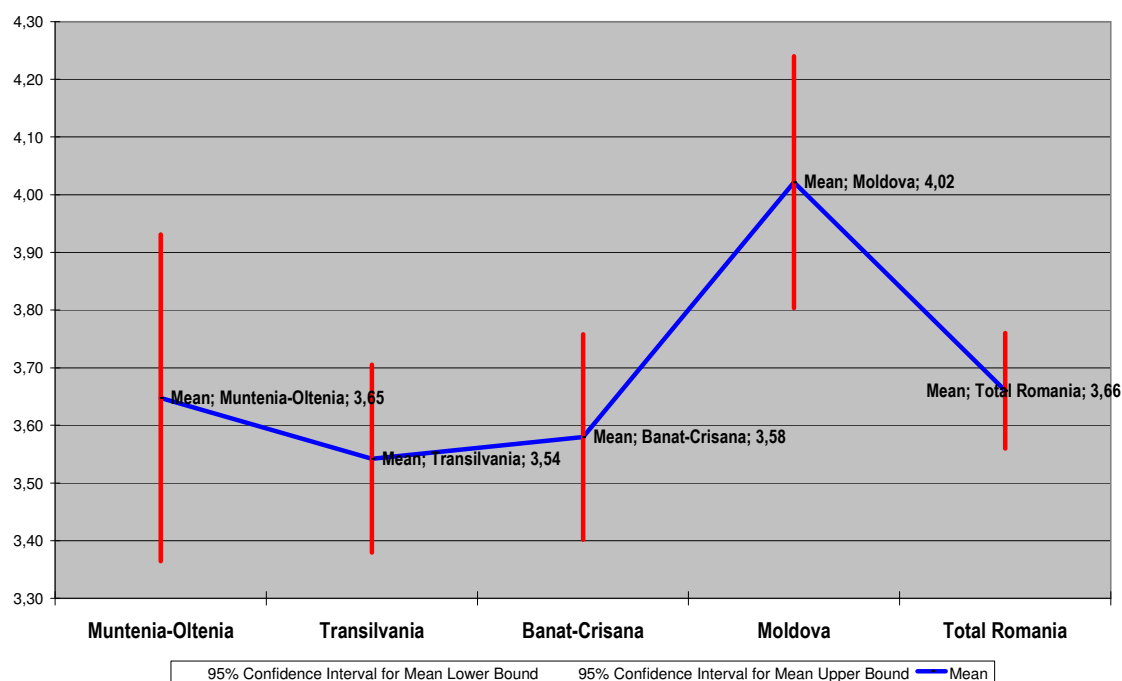


*Table 10. ANOVA test of regional differences of Future orientation in Romania*

| ANOVA | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Future Oriented | Between Groups | 6,83 | 3 | 2,2776 | 3,0223 | 0,0298 |
| | Within Groups | 264,51 | 351 | 0,7536 | | |
| | Total | 271,34 | 354 | | | |

*Figure 9. Regional differences on Future orientation in Romania*
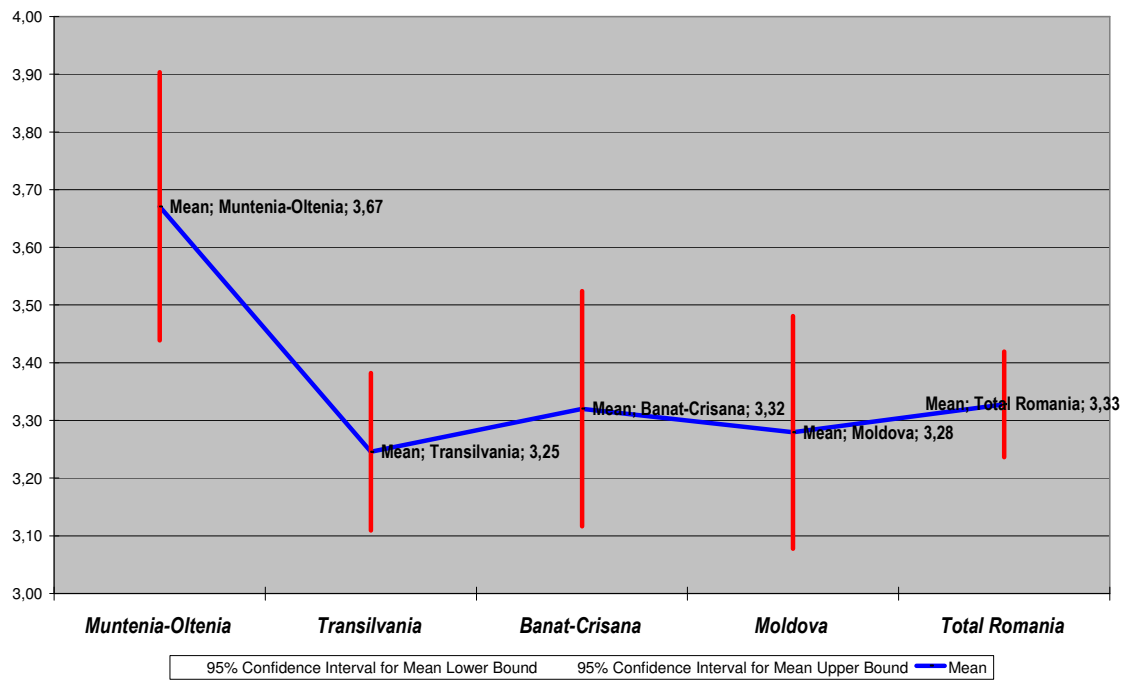


*Table 11. ANOVA test of regional differences of Assertiveness in Romania*

| ANOVA | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Assertiveness | Between Groups | 5,66 | 3 | 1,8865 | 2,8781 | 0,0360 |
| | Within Groups | 230,07 | 351 | 0,6555 | | |
| | Total | 235,73 | 354 | | | |

*Figure 10. Regional differences on Assertiveness in Romania*
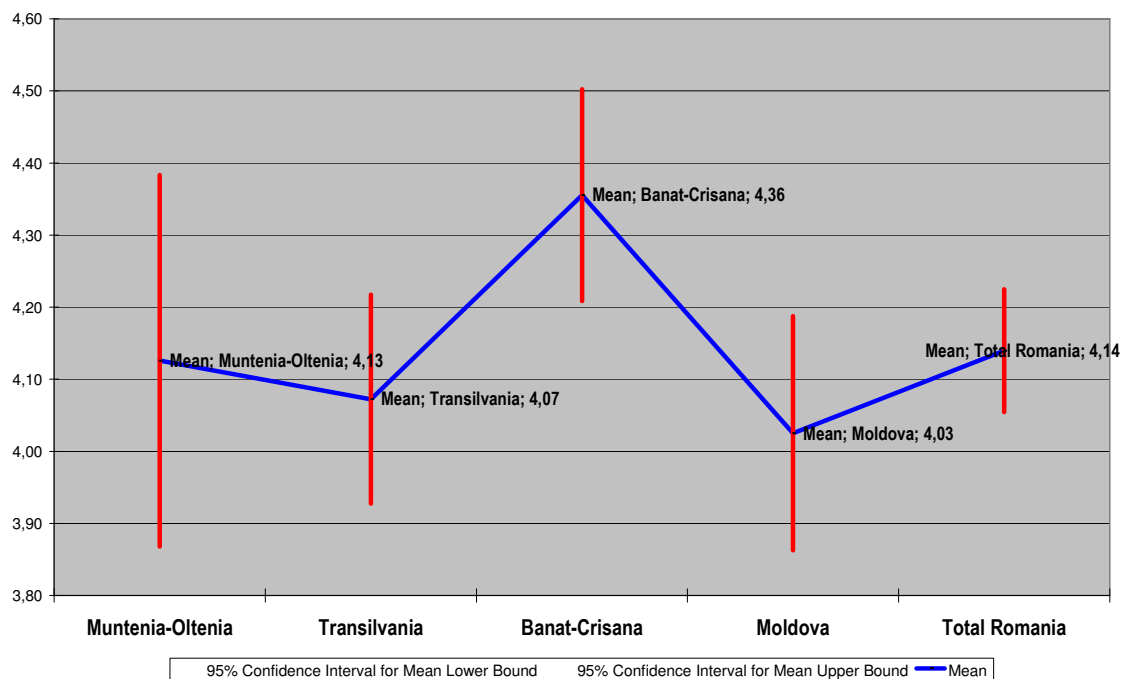
Below Figures 11-14 present the cultural profiles of the four major regions.

*Figure 11. Cultural differences of Moldova to Romania[16] (n=70)*



*Figure 12. Cultural differences of Muntenia-Oltenia to Romania[17] (n=48)*



---
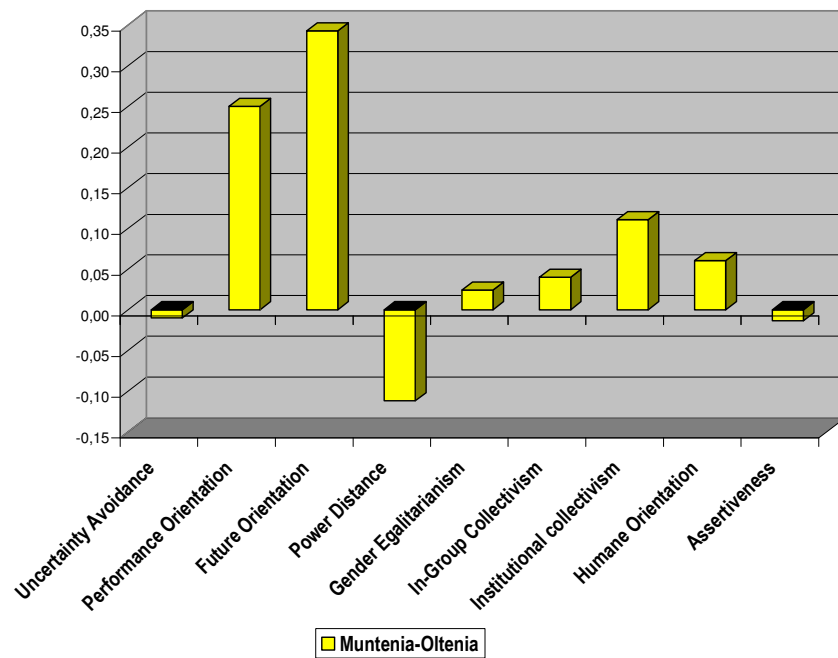
[16] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the differences of Moldova compared to the societal average.

[17] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the differences of Muntenia-Oltenia compared to the societal average.

*Figure 13. Cultural differences of Banat-Crisana to the grand-mean of Romania[18] (n=87)*
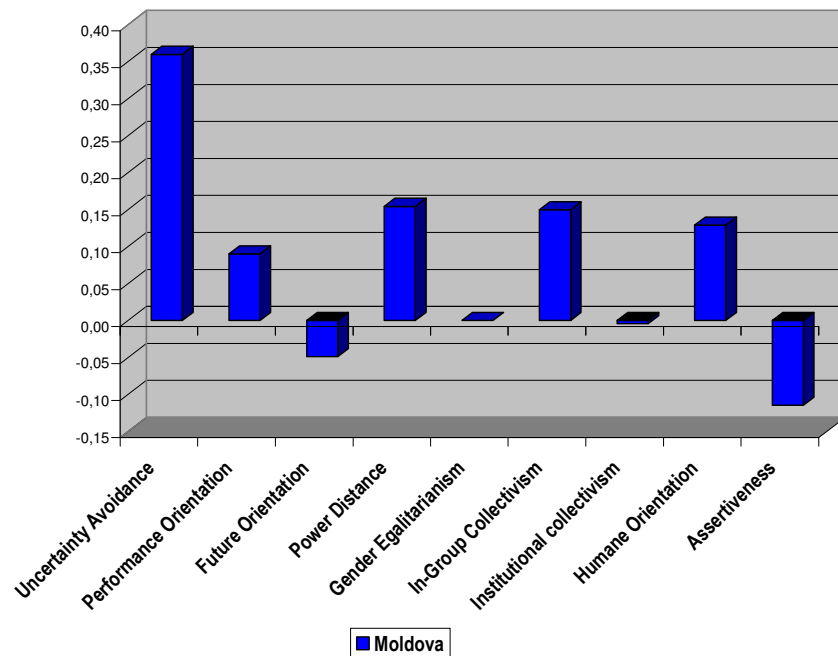


Banat-Crisana
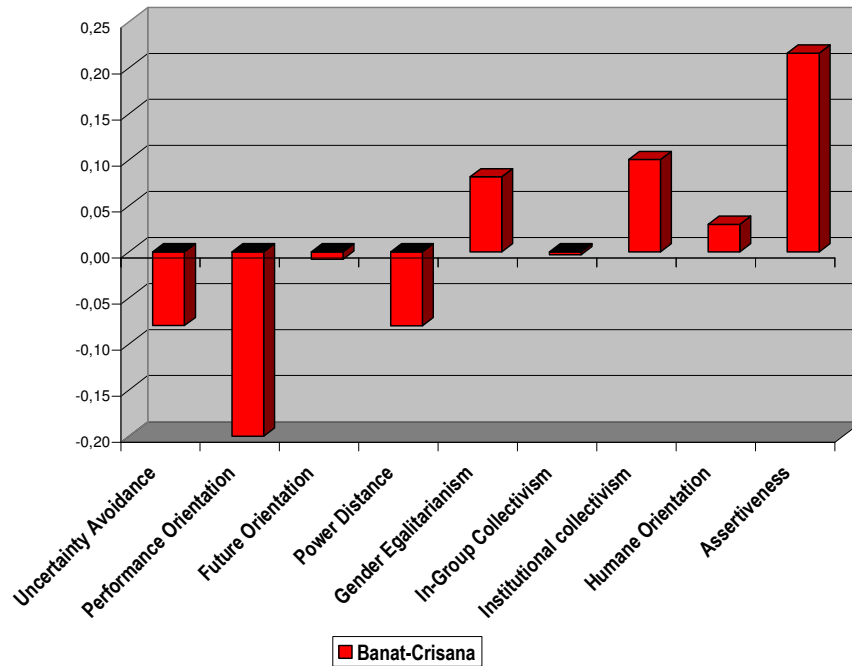
*Figure 14. Cultural differences of Transilvania to the grand-mean of Romania[19] (n=150)*



Transilvania
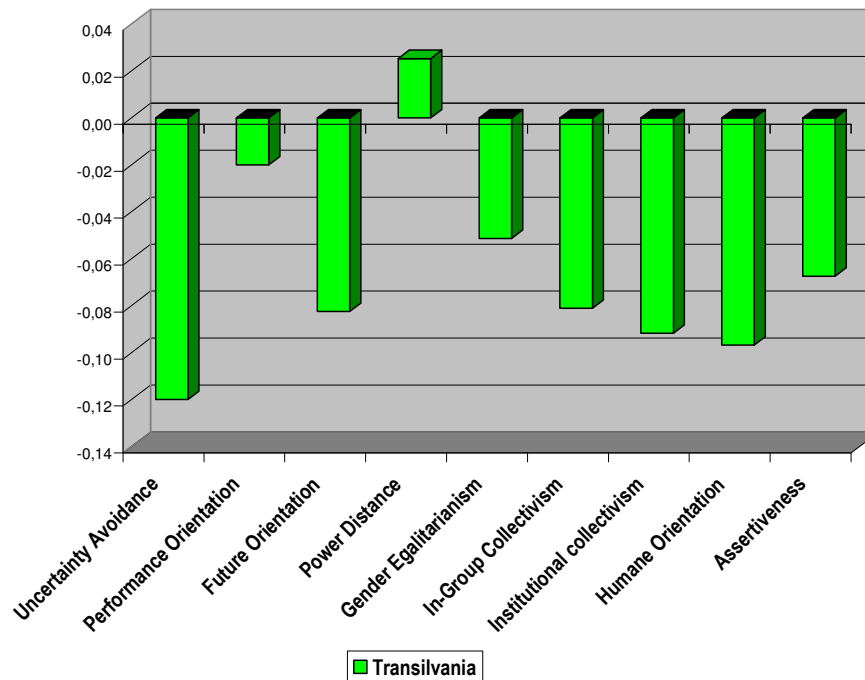
It is also interesting to compare the results of those, who indicated in the demographic block of questionnaire being Romanian nationality to those who indicated being Hungarian nationality.

---

[18] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the differences of Banat-Crisana compared to the societal average.
[19] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the differences of Transilvania compared to the societal average.

Table 12 and Figure 15 summarize the differences between the cultural perception of Romanian (majority) and the Hungarian (minority) population.

*Table 12: Romanian nationalities societal values scores (n=354)*

| Nationality means | Uncertainty Avoidance | Performance Orientation | Future Orientation | Power Distance | Gender Egalitarianism | In-Group Collectivism | Institutional collectivism ** | Humane Orientation ** | Assertiveness ** |
|---|---|---|---|---|---|---|---|---|---|
| Romania (all) | 3,66 | 3,51 | 3,33 | 5,62 | 3,88 | 5,43 | 3,75 | 4,09 | 4,14 |
| Romanian | 3,68 | 3,51 | 3,35 | 5,60 | 3,86 | 5,44 | 3,81 | 4,16 | 4,22 |
| Hungarian | 3,49 | 3,58 | 3,20 | 5,77 | 4,00 | 5,47 | 3,38 | 3,74 | 3,68 |
| | Nationality differences to the societal grand-mean | | | | | | | | |
| Romanian | 0,02 | 0,00 | 0,02 | -0,02 | -0,02 | 0,00 | 0,06 | 0,07 | 0,08 |
| Hungarian | -0,17 | 0,07 | -0,13 | 0,15 | 0,12 | 0,03 | -0,37 | -0,35 | -0,46 |

** = nationality differences are significant on <.01 level, tested with F-test

It seems, that there are only three cultural dimensions, in which the Romanian and Hungarian population of the country shows significant differences: the Hungarian minority tends to be more individualistic, less Humane oriented, however less assertive, that the Romanian majority. Still, there are some noticeable, but non significant differences in Power distance (Hungarian respondents perceive it as higher), in Gender egalitarianism (Hungarians perceive it as a little bit more feminine), Uncertainty avoidance (Hungarians tend to bare or feel more uncertainty), and Future oriented (Romanians tend to be more future oriented).

*Figure 15. Cultural differences of nationalities in Romania[20] (n=150)*



---
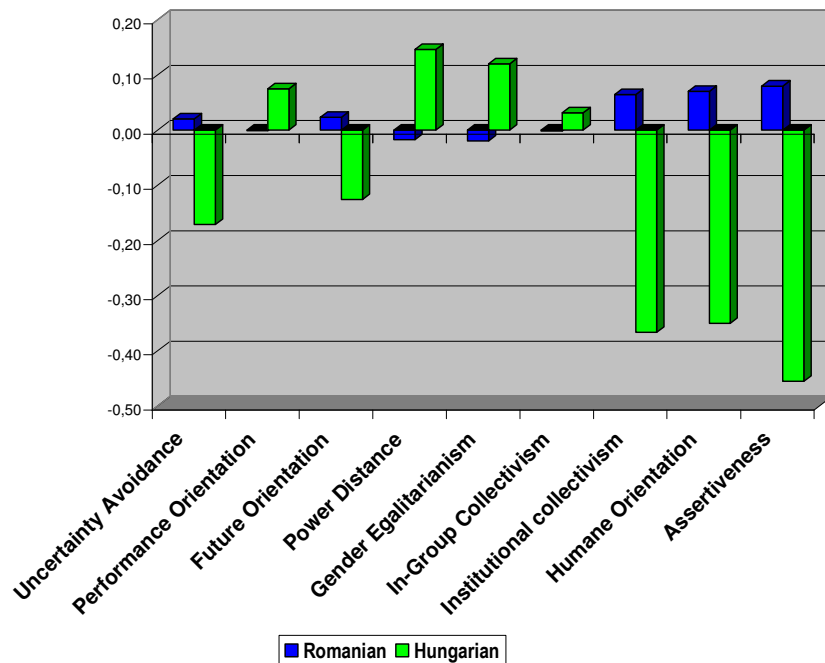
[20] Please, notice that 0,00 of the scale is equal the Romanian grand-mean, and the charts represent the differences of Transilvania compared to the societal average.

# 2. ORGANIZATIONAL CULTURE

Below moving again from variable to variable we present the results on organizational culture, compared Romanian data to the world average, and highlighting the industrial differences. The source of world data is always the respective chapter of the GLOBE monograph (House et el, 2004), anyway, in some chapters there are no available organizational level cultural data (in this case it is indicated as n.a in the tables).

Please, notice that there is a difference in the standard deviation data presented in the tables:

- In the case of world data standard deviation score reflects the deviation of company means,
- In the case of Romanian data standard deviation score reflects the deviation of individuals from the same industry

Therefore the standard deviation scores are not directly comparable. Finalizing this report and calculating company level means we will make those scores comparable.

Bellow there are Tables 13 and Table 14, showing the ranks of the nine cultural variables at the organizational level, as it is practiced (Table 13) and as it is expected (Table 14).

*Table 13: Rank of the nine organizational cultural practice variables at the organizational level*

|  | ALL INDUSTRIES | | FINANCE | | FOOD | | TELECOM | |
|---|---|---|---|---|---|---|---|---|
|  | Rank | Mean | Rank | Mean | Rank | Mean | Rank | Mean |
| In-Group Collectivism (Coll.2) | 1 | 4.97 | 1 | 5.05 | 1 | 4.77 | 1 | 5.02 |
| Performance Orientation | 2 | 4.79 | 2 | 4.98 | 4 | 4.49 | 2 | 4.71 |
| Uncertainty Avoidance | 3 | 4.76 | 3 | 4.9 | 2 | 4.74 | 5 | 4.44 |
| Humane Orientation | 4 | 4.65 | 4 | 4.68 | 3 | 4.65 | 4 | 4.56 |
| Institutional Collectivism (Coll.1.) | 5 | 4.59 | 5 | 4.67 | 5 | 4.39 | 3 | 4.64 |
| Future Orientation | 6 | 4.44 | 6 | 4.66 | 6 | 4.28 | 6 | 4.1 |
| Gender Egalitarianism | 7 | 4.07 | 7 | 4.32 | 9 | 3.73 | 8 | 3.89 |
| Assertiveness | 8 | 3.85 | 8 | 3.85 | 8 | 3.81 | 7 | 3.91 |
| Power Distance | 9 | 3.66 | 9 | 3.51 | 7 | 3.99 | 9 | 3.61 |

*Figure 16. Organizational practice profile of Finance, Food, and Telecommunication industries, compared to the grand-mean of Romania*
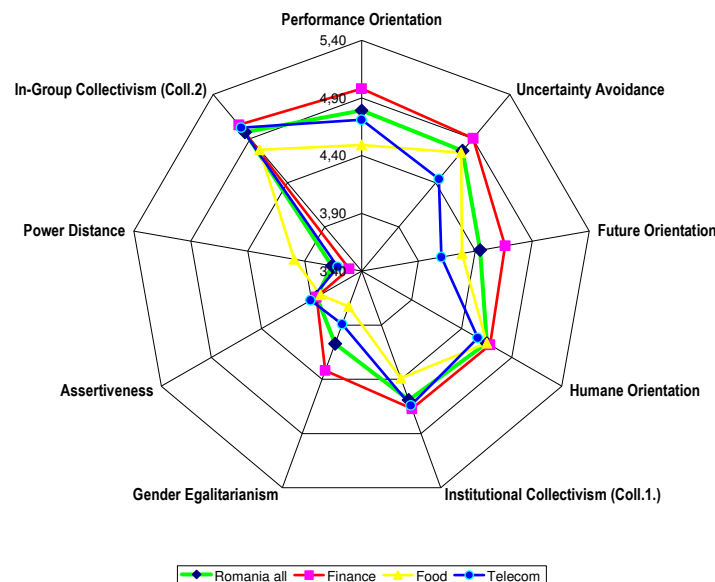
**The organizational practices (as it is) profile of the three sectors:**

In the three sectors the highest scoring organizational culture practice variables are In-group collectivism (4,97), followed by Performance orientation (4,79) and Uncertainty avoidance (4,76). The "middle three" Humane orientation (4,65), Institutional Collectivism (4,59) and Future orientation scores also relatively high. Assertiveness (3,91) and Gender egalitarianism (3,89) scores are about the neutral 4 scale, and only Power distance (3,66) scores low.

*It is an interesting observation*, that the financial sector tends to score highest with almost all dimensions. We believe this can be attributed to the fact that commercial finance industry was the first fully restructured sector in Romania, reflecting a kind of "cultural pioneering". On the other hand, Telecommunication represent the best the overall Romanian scores. (see: Figure 16).

Beside comparing and analysing the absolute scores, comparison by the relative scores (rankings) is also somewhat informative As the data shows (see: Table 13), in group collectivism and future orientation are perceived to rank as of the same relative importance (1st for in group collectivism and 6th for future orientation) in all industries in the sample, regardless the industrial differences in terms of deviation of scores and significance of those differences (for the analysis of industrial differences, see below). This means that ranking group-collectivism and future orientation by absolute figures (industrial means) shows the same level of importance among the industrial sectors. A future research should identify the differentiation variables of these cultural values (such as: company size, managers' motivation, managerial styles etc.).

*Table 14: Rank of the nine organizational cultural values variables at the organizational level*

|  | ALL INDUSTRIES | | FINANCE | | FOOD | | TELECOM | |
|---|---|---|---|---|---|---|---|---|
|  | Rank | Mean | Rank | Mean | Rank | Mean | Rank | Mean |
| Performance Orientation | 1 | 6.1 | 1 | 6.29 | 1 | 6.18 | 1 | 6.22 |
| In-Group Collectivism (Coll.2) | 2 | 5.85 | 2 | 6.01 | 2 | 5.74 | 2 | 6.02 |
| Institutional Collectivism (Coll.1.) | 3 | 5.22 | 3 | 5.19 | 3 | 5.31 | 4 | 5.21 |
| Uncertainty Avoidance | 4 | 5.15 | 5 | 5.12 | 4 | 5.27 | 5 | 4.83 |
| Future Orientation | 5 | 5.1 | 4 | 5.14 | 5 | 5.26 | 3 | 5.25 |
| Humane Orientation | 6 | 4.81 | 6 | 4.83 | 6 | 4.91 | 6 | 4.75 |
| Gender Egalitarianism | 7 | 4.6 | 7 | 4.64 | 7 | 4.7 | 7 | 4.54 |
| Assertiveness | 8 | 4.01 | 8 | 3.92 | 8 | 3.87 | 8 | 4.11 |
| Power Distance | 9 | 3.73 | 9 | 3.64 | 9 | 3.83 | 9 | 3.8 |

**The organizational values (as should be) profile of the three sectors:**

In the analyzed sectors, the two highest scoring cultural values organizations expect are performance orientation (6,10), and strong(er) in group collectivism (5,85). Five other dimensions score relatively high: institutional collectivism (5,22), Uncertainty avoidance (5,15), Future orientation (5,10), Humane orientation (4,81) and Gender egalitarianism (4,60). Expected Assertiveness scores about the neutral 4 scale, and the lowest expected organizational cultural value is Power distance (3,73).

*This time it is the* Tin the case of cultural values the three industries show surprising similarity to each other, with a few exception they score within a relatively narrow range. (see Figure 17). However, it is worthwhile to mention, that the food industry shows the biggest contrast compared to the organizational culture practices. We believe this could be explained by the fact that on the one hand this sector actually has a more traditional culture than the comparing industries, on the other hand there is a strong intention to "catch-up" (narrowing the a cultural gap from the practice level).

When the expectations (values) are ranked (see Table 14) we may also experience substantial consistency in ranking by absolute figures (industry means): the first two values (performance orientation, in

group-collectivism) and last four ones (in order: humane orientation, gender egalitarianism, assertiveness and power distance) are seen as of same importance in all the industries observed.

*Figure 17. Organizational values profile of Finance, Food, and Telecommunication industries, compared to the grand-mean of Romania*
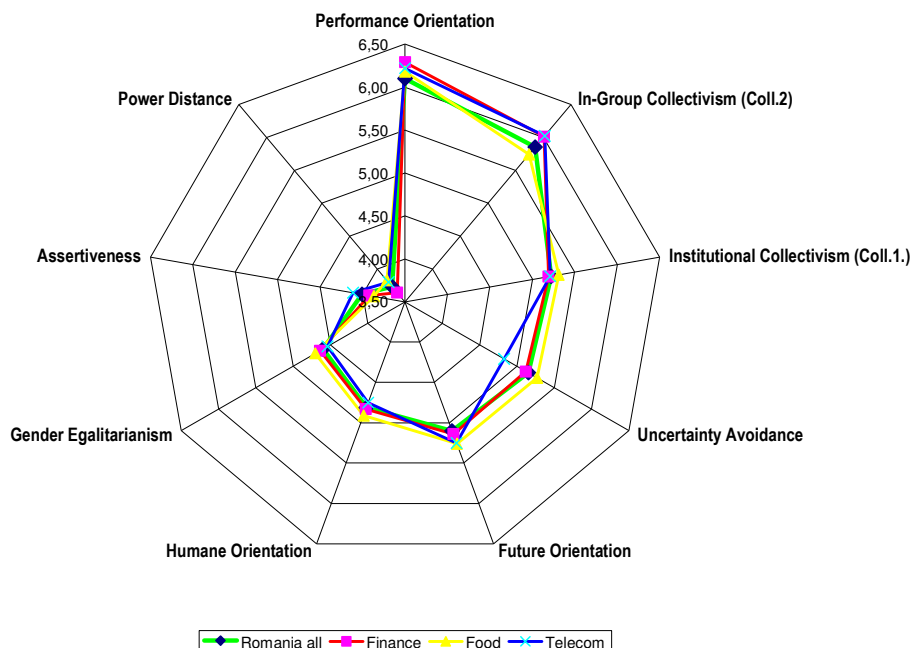


Finally Table 15 makes it possible to compares the two types of organizational culture rankings to the societal level descriptive (practices) and normative (values) cultural dimension rankings.

**Table 15: Ranking of cultural variables at the society level (practices and values)**

| Societal culture (practice) | Rank | Mean | Societal culture (values) | Rank | Mean |
|---|---|---|---|---|---|
| Power Distance | 1 | 5,6263 | In-Group Collectivism (Coll. 2) | 1 | 6,122 |
| In-Group Collectivism (Coll.2) | 2 | 5,4322 | Future Oriented | 2 | 5,561 |
| Assertiveness | 3 | 4,1396 | Uncertainty Avoidance | 3 | 5,392 |
| Humane Orientation | 4 | 4,0938 | Humane Orientation | 4 | 5,296 |
| Gender Egalitarianism | 5 | 3,8815 | Institutional Collectivism (Coll.1) | 5 | 4,977 |
| Institutional Collectivism (Coll.1.) | 6 | 3,7484 | Performance Orientation | 6 | 4,924 |
| Uncertainty Avoidance | 7 | 3,6601 | Gender Egalitarianism | 7 | 4,629 |
| Performance Orientation | 8 | 3,5080 | Assertiveness | 8 | 4,53 |
| Future Orientation | 9 | 3,3280 | Power Distance | 9 | 2,777 |

**A general comparison between organizational and societal culture**

While the organizational culture (both at practice and expectation levels) is based more upon **pragmatic values** (performance orientation and uncertainty avoidance), the societal culture builds upon **ideological values** (mostly power distance, collectivism and assertiveness). Considering the cultural root of organizations are in the societal culture, we can conclude that Romania is the field of cultural development in which **cultural pragmatism** of the organizations evolve on the enough **humanist foundation** of the Romanian societal culture.

In the following, we discuss each of the cultural dimensions.

## 2.1 Power Distance

*Table 16.: Organizational Power Distance practices and values. Romanian data compared to world*

| Power Distance | | World | | Romania | |
|---|---|---|---|---|---|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | 4.01 | 0.67 | 3.66 | 1.29 |
| Practices | Finance (n= 197) | 4.03 | 0.58 | 3.51 | 1.24 |
| Practices | Food processing (n= 105) | 3.88 | 0.66 | 3.99 | 1.31 |
| Practices | Telecommunication (n= 79) | 4.21 | 0.86 | 3.61 | 1.33 |
| Values | All industries (n=381) | 3.56 | 0.44 | 3.73 | 0.91 |
| Values | Finance (n= 197) | 3.60 | 0.41 | 3.61 | 0.86 |
| Values | Food processing (n= 105) | 3.58 | 0.50 | 3.94 | 0.93 |
| Values | Telecommunication (n= 79) | 3.43 | 0.40 | 3.76 | 0.97 |

**Practice:** Comparing with the world average of these three industries, Romania's score is 0.33 points lower. The standard deviation (1.29) shows a significant heterogeneity among the respondents[21]. In two industries (Finance and Telecom) the level of power distance is lower than the world average. The power distance index in Food Industry is higher than the Romania average with 0.33 points, and higher than the Finance field with 0.48 points. A possible explanation could be that the Food industry keeps more the traditional way of managing (and leading) with higher level of power distance between the managers and those who are lead (obeying). In this industry the organizational structure is more hierarchical, with clear lines of authority and control. In Finance, the mean score is the scale average (3.51), most probably due to the fact in this very profitable sector, the middle managers are very content with their status.

Industrial differences on Power distance practice are significant (ANOVA test proves, that the difference between the two industrial extremes is significant on < 0,01 level (F = 4,9594). (see Table 17.). The two extremes are Finance as the lowest perceived Organizational Power distance practice (3,51), and Food as the highest (3,99). , and Telecommunication industry is in-between (3,61) (see Figure 18.) There is no overlap at all between the two industries confidence intervals (95 % confidence interval for means): Food 3.74-4.25, and Finance 3.34-3.68.

*Table 17. ANOVA test of industrial differences of Power distance Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Power Distance | Between Groups | 16,2300 | 2 | 8,1150 | 4,9594 | 0,0075 |
| | Within Groups | 618,5164 | 378 | 1,6363 | | |
| | Total | 634,7464 | 380 | | | |

**Values**: There is a very small difference between practices and values in the case of this cultural dimension (0.07 points), meaning that middle managers are comfortable enough with the existing situation in their companies, except the Food processing industry where they would like to lower the Power Distance (with 0.16 points). An explanation could be the middle managers' desire for emphasizing self control in a quality driven industry as the food industry is, and more important, will be after Romania's integration in EU. Concerning the Organizational Power distance values Food and Finance industries are again the two extremes, with no overlap between the two confidence intervals (95 %): Food 3,76-4,12, and Finance 3,49-3,73.

---

[21] Just a reminder: the standard deviation reflects the deviation of individual scores.

*Figure 18. Industrial differences on Power distance Organizational practices*
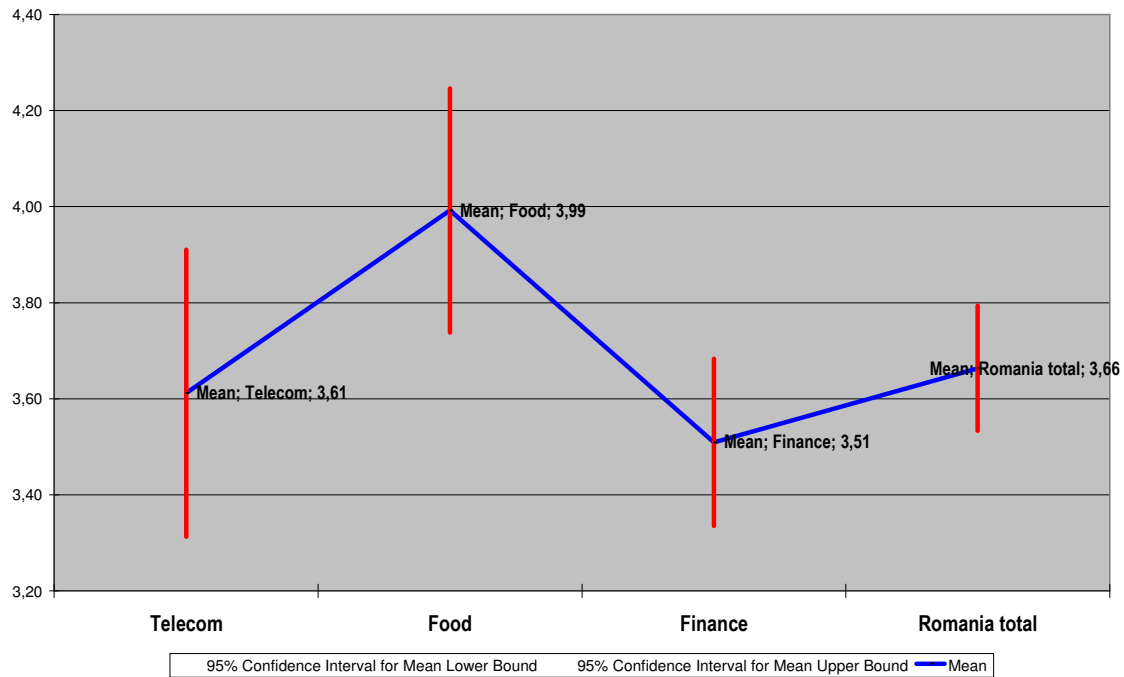


**Comparison with societal means**: An interesting correlation could be made when comparing the power distance scores at societal and organizational levels. While at the societal level this dimension ranks first in **practice** (5.63), at the organizational level, it ranks 9th among the culture variables (3.66 –see Table 13). Comparing the **values**, power distance ranks 9th both at the societal and organizational level.

**Possible explanations**: Future research should focus on finding possible explanation.

## 2.2. Uncertainty Avoidance

*Table 18.: Organizational Uncertainty avoidance practices and values. Romanian data compared to world*

| Uncertainty avoidance | | World | | Romania | |
|---|---|---|---|---|---|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | n.a | n.a | 4.76 | 1.27 |
| | Finance (n= 197) | n.a | n.a | 4.90 | 1.22 |
| | Food processing (n= 105) | n.a | n.a | 4.74 | 1.37 |
| | Telecommunication (n= 79) | n.a | n.a | 4.43 | 1.24 |
| Values | All industries (n=381) | n.a | n.a | 5.15 | 0.94 |
| | Finance (n= 197) | n.a | n.a | 5.12 | 0.90 |
| | Food processing (n= 105) | n.a | n.a | 5.27 | 0.85 |
| | Telecommunication (n= 79) | n.a | n.a | 4.83 | 0.90 |

**Practice**: The highest score belongs to finance (4.90), while the lowest one (4.43) belongs to telecommunication. The finance sector is already organized and ruled based upon a high number of specific rules and regulation, in order to control the high risk of the industry. Still, the respondents believe there is room for improvements. The mean value for the food industry is in be-

tween the finance and telecommunications. The standard deviation for all industries is high (highest in food industry), showing a high heterogeneity of the answers.

Analyzing industrial differences on Uncertainty avoidance research data shows, that the Finance industry is most uncertainty avoiding industry among three (4,90), and Telecommunication is the most uncertainty bearing (4,43), and Food industry is in-between (4,74) (see Figure 19.). Taking into consideration the nature of the business in the tree sectors one can find obvious explanations for these differences (security and risk control in the Finance sector, and fierce competition and complexity in the Telecommunication sector). ANOVA test proves, that the difference between the two industrial extremes is significant on < 0,05 level (F = 3,9359). (see Table 19.)

*Table 19. ANOVA test of industrial differences of Uncertainty avoidance Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Uncertainty Avoidance | Between Groups | 12,5914 | 2 | 6,2957 | 3,9359 | 0,0203 |
| | Within Groups | 604,6286 | 378 | 1,5995 | | |
| | Total | 617,2200 | 380 | | | |

*Figure 19. Industrial differences on Uncertainty Avoidance Organizational practices*
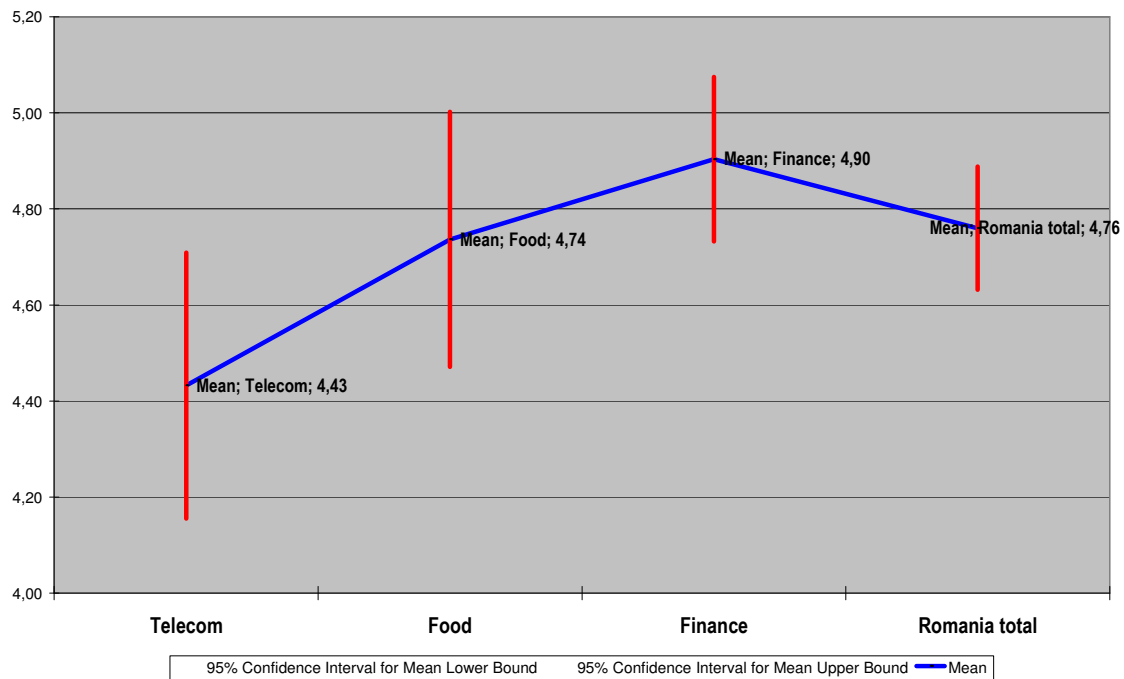


**Values**: Romanian middle managers think in their organizations should be done more to avoid uncertainty and to control the future. All the respondents would like a more stable and controllable environment.

They would like to avoid risk and to act according to the plan more than there is usually done. Besides, a previous research (Catana & Catana, 1995) showed only 5.26% of 242 Romanian managers believed propensity towards risk is the most important feature of their company.

**Comparison with societal means**: The middle managers perceive more stability and control (higher uncertainty avoidance) at the organizational level than at the societal one (mean score of all industries 4.76 vs. societal average score of 3.66). When expectations are analyzed, seems the

respondents would like to live in a more stable societal environment, with less political fights, more stable laws etc. In the organizational environment they also feel need of increasing control, however, this need is more alleviated.

**Possible explanation**: From a cultural perspective, the idea of stability and certainty is rather a virtue that a defect in a society. In fact, the rules, norms etc. aim to assure stability for the economy, company or society. In their absence, the whole society would suffer. Even from managerial perspective, one of the manager's role is uncertainty control and avoid hazards. There are only a few investors looking for organizations characterized by a culture of risk. Based upon these considerations we believe the uncertainty avoidance of Romanians should not be interpreted as opposing to change, but as a desire for a slower change (that was what happened in fact).

## 2.3. Institutional collectivism

*Table 20.: Organizational Institutional Collectivism practices and values. Romanian data compared to world*

| | | World | | Romania | |
|---|---|---|---|---|---|
| **Institutional Collectivism** | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | n.a | n.a | 4.59 | 1.10 |
| | Finance (n= 197) | 4.18 | 0.60 | 4.67 | 1.06 |
| | Food processing (n= 105) | 4.31 | 0.50 | 4.39 | 1.14 |
| | Telecommunication (n= 79) | 4.25 | 0.61 | 4.64 | 1.12 |
| Values | All industries (n=381) | n.a | n.a | 5.22 | 0.76 |
| | Finance (n= 197) | 4.85 | 0.41 | 5.19 | 0.79 |
| | Food processing (n= 105) | 5.00 | 0.50 | 5.31 | 0.75 |
| | Telecommunication (n= 79) | 5.04 | 0.57 | 5.21 | 0.81 |

**Practice**: The figures show the managers in all three sectors encourage the employees' loyalty (to be collectivistic), even though they are not very satisfied with what they get in exchange, the reward system is directed in a high degree towards collective interest; the group cohesion is sensibly more appreciated than individualism. The highest score is in Finance (4.67), while lowest one is in the Food industry (4.39). Should be mentioned the answers are enough heterogeneous (standard deviation between 1.06 and 1.14).

Analyzing industrial differences on Institutional collectivism research data shows, that the Food industry is the least collectivistic (4,39), and the other two industries are more collectivistic with almost equal industrial means (Telecommunication - 4,64, and Food - 4,67) (see Figure 20.). However, Telecom sector has a much broader confidence interval around its industrial average. ANOVA test proves anyway, that these industrial differences are not significant (F = 2,2571). (see Table 21.)

*Table 21. ANOVA test of industrial differences of Institutional Collectivism Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Institutional Collectivism (1) | Between Groups | 5,4356 | 2 | 2,7178 | 2,2571 | 0,1061 |
| | Within Groups | 455,1505 | 378 | 1,2041 | | |
| | Total | 460,5862 | 380 | | | |

*Figure 20. Industrial differences on Institutional Collectivism Organizational practices*



Chart showing Mean; Telecom; 4,64 — Mean; Food; 4,39 — Mean; Finance; 4,67 — Mean; Romania total; 4,59, with 95% Confidence Interval for Mean Lower Bound, 95% Confidence Interval for Mean Upper Bound, and Mean across Telecom, Food, Finance, Romania total.
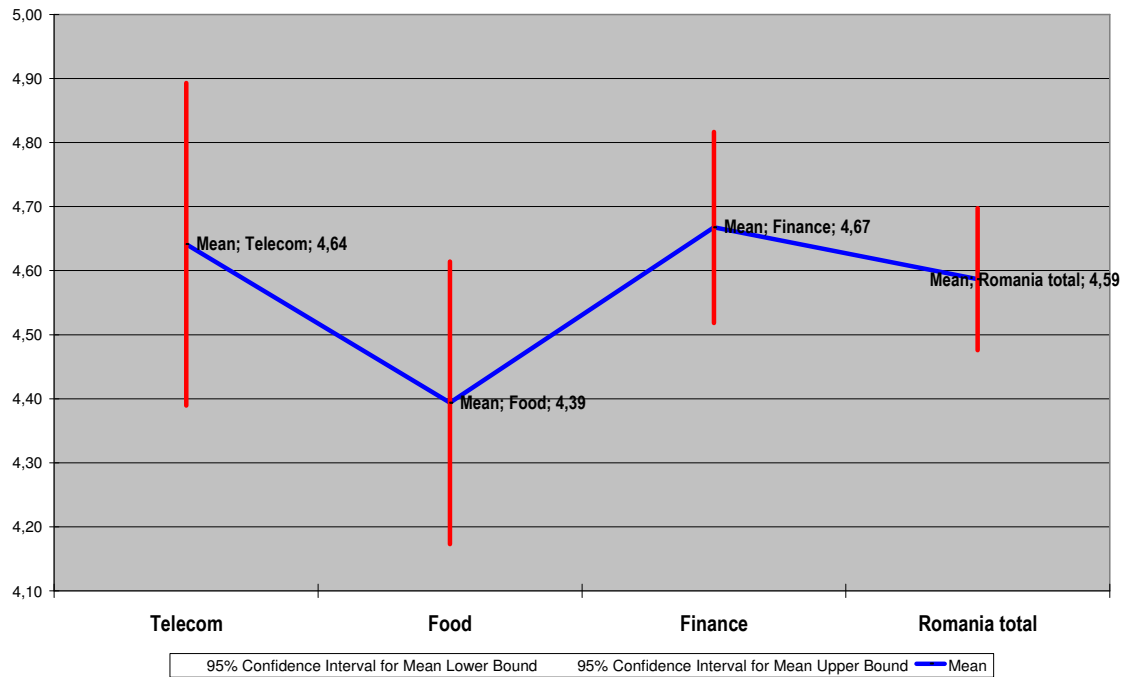
**Values**: At the level of expectations, a more collectivistic attitude is desired in all sectors. The highest gap between practice and expectation is in the food industry (0.92 points). The strong aspiration towards the highest institutional collectivism (5.31) seems to be logical, because this sector is the most individualistic one in the sample.

**Comparison with societal means**: It is very important to note that the organizational culture is more collectivistic than the societal one (4.59 vs. 3.75). The expectation for institutional collectivism is also higher at the organization level (5.22 vs. 4.98). The societal scores are just a little bit above the middle of the scale (3.75) (as we have seen, Romania is the 8th more individualistic societal practice among the 62 GLOBE societies).

**Possible explanation:**  It is very difficult to find a causal explanation of the above paradox: organizational collectivism and the individualism of the Romanian society. In a strongly individualistic society, the organizations are more collectivistic. People may incline to act collectively in their immediate social environment (within the organization), but still competing and defensive in the broader societal level. Another possible explanation: maybe this paradox comes from the fact that the political indoctrination in communism was done in the organizations. At that level people were told about the general interest of the working force, about the people's property, about decreasing incomes inequalities etc. Further research should clarify this, and find out the respondents age, if they had managerial roles in communism, if they were communist party members etc.

## 2.4. In-Group Collectivism

*Table 22.: Organizational In-Group Collectivism practices and values. Romanian data compared to world*

| In-Group Collectivism | | World | | Romania | |
|---|---|---|---|---|---|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| **Practices** | All industries (n=381) | n.a | n.a | 4.97 | 0.94 |
| | Finance (n= 197) | 4.64 | 0.51 | 5.05 | 0.91 |
| | Food processing (n= 105) | 4.79 | 0.50 | 4.77 | 0.97 |
| | Telecommunication (n= 79) | 4.62 | 0.54 | 5.02 | 0.95 |
| **Values** | All industries (n=381) | n.a | n.a | 5.85 | 0.87 |
| | Finance (n= 197) | 5.06 | 0.57 | 6.01 | 0.75 |
| | Food processing (n= 105) | 5.52 | 0.58 | 5.74 | 0.66 |
| | Telecommunication (n= 79) | 5.58 | 0.64 | 6.02 | 0.77 |

**Practice**: The mean of all industries (4.97), as well as the mean score of each industry rank *first* in the rankings of the nine cultural dimensions (see Table 13). The respondents feel proud and loyalty in their organizations, the collective interest is expected in a higher degree. The employees are perceived as being loyal to the organizations and the organizations show loyalty for the employees. The highest In-group collectivism is in Finance (5.05) and the lowest in food industry (4.77).

*Figure 21. Industrial differences on In-Group Collectivism Organizational practices*
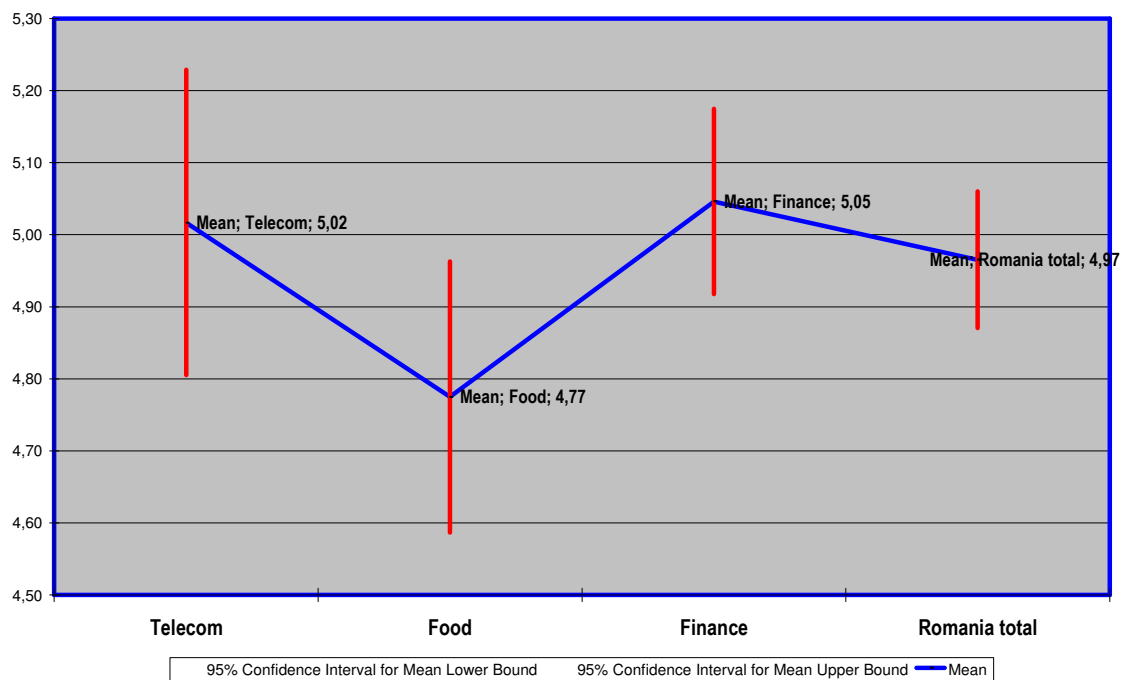


Analyzing industrial differences on In-Group Collectivism research data shows, that that it is again the Food industry scoring lowest on pride and loyalty toward the immediate community (4,77), and the other two industries are more collectivistic with almost equal industrial means

(Telecommunication - 6,02 and Food - 6,05) (see Figure 21.). However, Telecom sector has again a much broader confidence interval around its industrial average. ANOVA test proves anyway, that these industrial differences are significant on < 0,05 level (F = 3,0204). (see Table 23.)

*Table 23. ANOVA test of industrial differences of In-Group Collectivism Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| In-Group Collectivism (2) | Between Groups | 5,3049 | 2 | 2,6525 | 3,0204 | 0,0500 |
| | Within Groups | 331,9533 | 378 | 0,8782 | | |
| | Total | 337,2582 | 380 | | | |

**Values**: Based upon the mean value at the expectation level, in all and each industry this is the second "strongest expectation" among the nine cultural values (Table 14), even stronger in Finance and Telecommunication. In the case of telecommunication the gap is the highest between practice and values (1.00 points) showing that the middle level managers expect more collectivism, cohesiveness and cooperativeness than there is actually in their field of activity.

**Comparisons with societal means**: The Romanian middle managers seem to perceive and expect less collectivism, cohesiveness, and cooperativeness in their closer community (family, or organization) than in the broader social environment (practice: 4.97 vs. 5.43; expectation: 5.85 vs. 6.12).

**Possible explanation**: It seems in group collectivism is not influenced by the field of activity, because in all three sectors have similar positions in the values hierarchy (first – at practice level; second at expectations level)

## 2.5. Gender Egalitarianism

*Table 24.: Organizational Gender Egalitarianism practices and values. Romanian data compared to world*

| | | World | | Romania | |
|---|---|---|---|---|---|
| **Gender egalitarianism** | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | n.a | n.a | 4.07 | 1.07 |
| | Finance (n= 197) | n.a | n.a | 4.32 | 1.02 |
| | Food processing (n= 105) | n.a | n.a | 3.73 | 1.09 |
| | Telecommunication (n= 79) | n.a | n.a | 3.89 | 1.00 |
| Values | All industries (n=381) | n.a | n.a | 4.60 | 0.79 |
| | Finance (n= 197) | n.a | n.a | 4.64 | 0.77 |
| | Food processing (n= 105) | n.a | n.a | 4.70 | 0.82 |
| | Telecommunication (n= 79) | n.a | n.a | 4.54 | 0.66 |

**Practice**: In the sampled organizations, the Romanian middle managers perceive the gender egalitarianism above the neutral average scale (4.07). The organization level gender egalitarianism ranks from 7th to 9th in practice among the nine cultural dimensions (see Table 13). It seems that the score of gender egalitarianism is higher in Finance (4.32), than in Telecommunication and Food industry. In this sector (especially in banks) there are more women in managerial positions, influencing the whole working environment towards a more feminine look and behaviour. In the last two industries women are not enough encouraged to improve their professional activ-

ity, perform more physical work (than in Finance) and are not adequately represented in the managerial positions.

Analyzing industrial differences on Gender egalitarianism it seems that the Finance industry equalizes more gender opportunities (4,32), and Food tends to be more masculine (3,73), and Telecommunication industry is in-between (3,89) but still on the masculine side of the scale (see Figure 22.). ANOVA test proves, that the difference between the two industrial extremes is significant on < 0,01 level (F = 12,9150), there is no overlap between the confidence interval of Finance and the other two industries respective ones (see Table 25.)

*Figure 22. Industrial differences on Gender Egalitarianism Organizational practices*
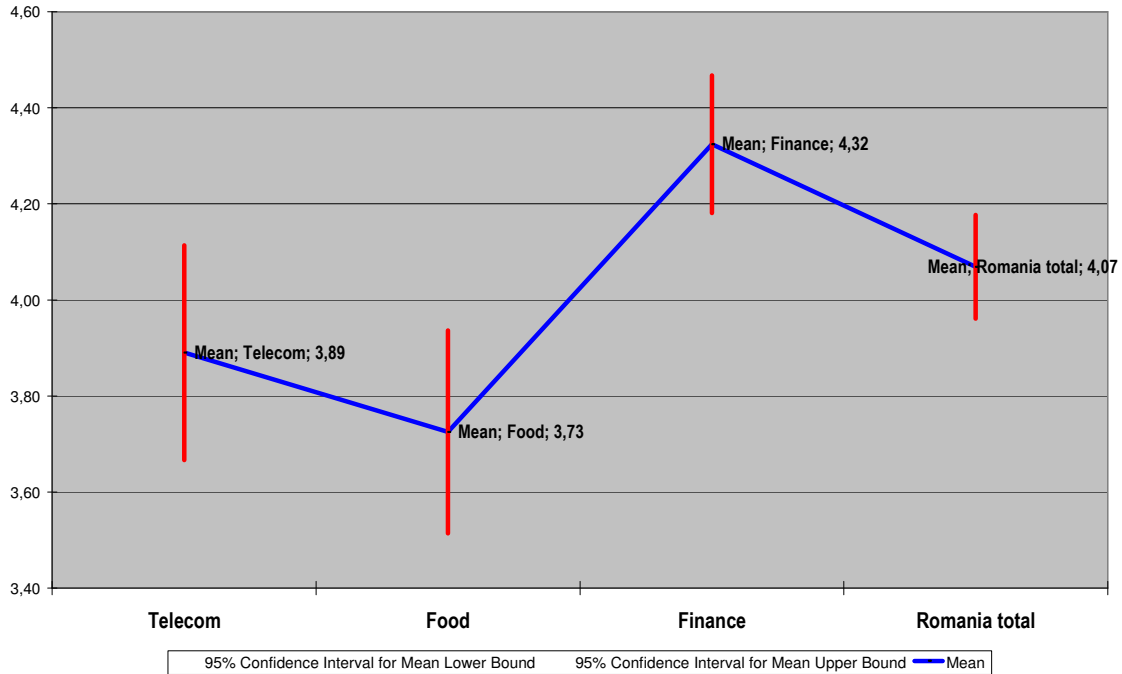


*Table 25. ANOVA test of industrial differences of Gender Egalitarianism Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Gender Egalitarianism | Between Groups | 27,7322 | 2 | 13,8661 | 12,9150 | 0,0000 |
| | Within Groups | 405,8367 | 378 | 1,0736 | | |
| | Total | 433,5688 | 380 | | | |

**Values**: The expectations show a desire for a more feminine environment on the average and in each industry. The low standard deviation shows a relatively high homogeneity in the answers. Gender egalitarianism ranks 7th (at the values level) among the nine cultural variables in each industry (see Table 14). The differences between the three industries are very small.

**Comparison with societal means**: Telecommunication sector overlaps at the practice level with the societal figure in this respect, showing a small trend towards gender egalitarianism (average score 3.89). Finance shows a higher average score than the societal level, while food industry seems to have a lower gender equality than the country average. What is interesting is that at the expectation level, all the mean scores are very close to the societal value, ranking the 7th among the nine cultural dimensions both at organizational and societal level.

**Possible explanation**: The results, especially at the expectations level reflect a mentality change related to women's role in the modern society. An interesting idea to research in the future is to examine in what degree the outcomes of gender egalitarianism were influenced by the principle

36

of gender equality promoted by communism. In addition the outcomes might be influenced by the gender composition of the sample: all of the three sectors are enough feminine from the work force perspective (the relative weight of women is higher). Most probably females expect a higher equality compared to males.

## 2.6. Assertiveness

*Table 26: Organizational Assertiveness practices and values. Romanian data compared to world*

| | Assertiveness | World | | Romania | |
|---|---|---|---|---|---|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | 4.11 | 0.48 | 3.85 | 0.82 |
| | Finance (n= 197) | n.a | n.a | 3.85 | 0.74 |
| | Food processing (n= 105) | n.a | n.a | 3.81 | 1.00 |
| | Telecommunication (n= 79) | n.a | n.a | 3.91 | 0.75 |
| Values | All industries (n=381) | 3.96 | 0.73 | 4.01 | 0.92 |
| | Finance (n= 197) | n.a | n.a | 3.92 | 0.71 |
| | Food processing (n= 105) | n.a | n.a | 3.87 | 1.22 |
| | Telecommunication (n= 79) | n.a | n.a | 4.11 | 0.78 |

**Practice**: The answers are of a high degree of homogeneity in the three sectors. The highest assertiveness in practice (but still lower than the societal level one) is perceived by the middle managers in the telecommunication industry (3.91)

*Figure 23. Industrial differences on Assertiveness Organizational practices*
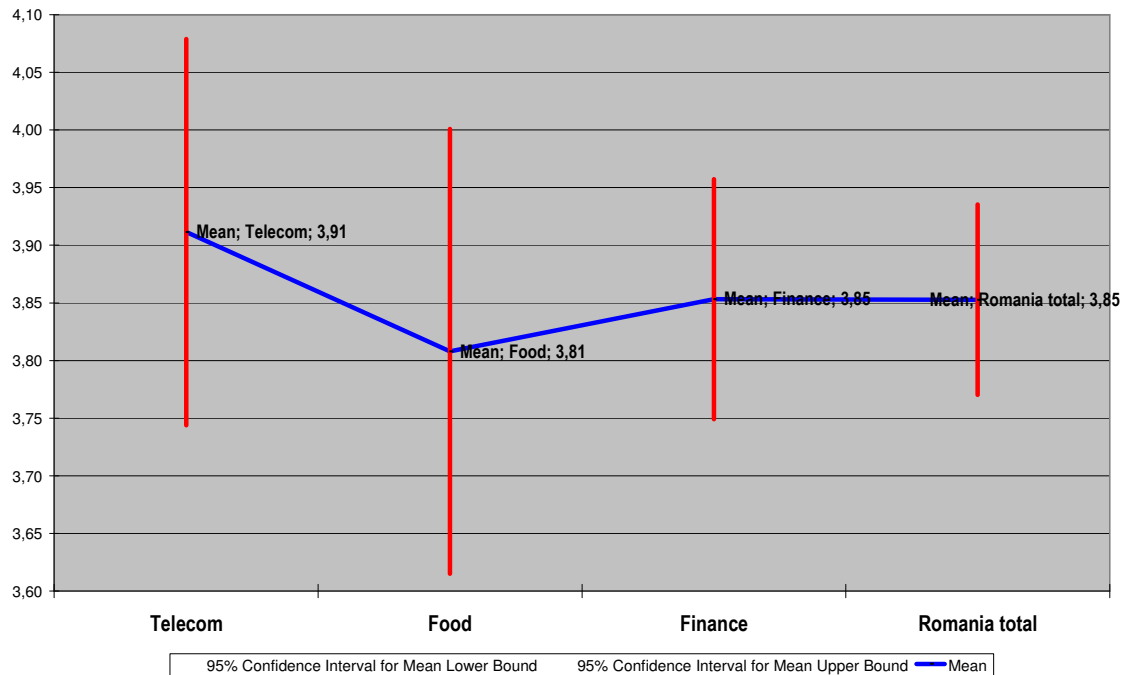


Analyzing industrial differences on Assertiveness research data shows, that the Telecommunication industry tends to be the most assertive (3,91), and Food industry the least (3,81), and Fi-

nance industry is in-between (3,85) (see Figure 23.). But, as it was mentioned above, these differences are neither noticeable, nor significant (F = 0,3580) However,  Finance industry has a relatively narrow confidence interval, and around the industrial means of the other two one can find substantial deviation (see Table 26.).

*Table 26. ANOVA test of industrial differences of Assertiveness Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Assertiveness | Between Groups | 0,4826 | 2 | 0,2413 | 0,3580 | 0,6993 |
| | Within Groups | 254,7967 | 378 | 0,6741 | | |
| | Total | 255,2792 | 380 | | | |

**Values**: The respondents do not seem to expect a more assertive behaviour in their companies (the difference between what they have and would like, being of only 4%). In telecommunication, the expected assertiveness is the highest, probably due to the fact in this sector, the *top management* of biggest companies is ex-patriate (Romtelecom with American top management, or Vodafone and Orange), paying more attention to open communication in groups.

**Comparison with societal means**: The data show a lower organization level assertiveness perceived at the industrial average and in each industry than at the societal level (3.85 vs. 4.14). Is it normal that the assertiveness at the societal level to be higher than the organizational level one? Existence of hierarchical structures, rules, standard procedures etc. at the organizational level limits the employees' assertiveness. We believe assertiveness is directly linked with the democratic character of managerial culture. Anyway, in Romania, the managerial culture does not seem to be too democratic from this point of view.

**Potential explanation:** The outcomes reflect some more defensive and assertive behaviour in the societal environment. Probably the inherited culture are still at the unfreezing stage (especially in big companies). Obeying the rules and forbidding the defence of own opinion vs. manager's opinion were generalized in Romanian companies.

## 2.7. Humane Orientation

*Table 27.: Organizational Humane Orientation practices and values. Romanian data compared to world*

| | | World | | Romania | |
|---|---|---|---|---|---|
| | **Humane Orientation** | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | n.a | n.a | 4.65 | 1.22 |
| | Finance (n= 197) | 4.45 | 0.51 | 4.68 | 1.20 |
| | Food processing (n= 105) | 4.52 | 0.43 | 4.65 | 1.30 |
| | Telecommunication (n= 79) | 4.51 | 0.43 | 4.56 | 1.16 |
| Values | All industries (n=381) | n.a | n.a | 4.81 | 0.81 |
| | Finance (n= 197) | 4.97 | 0.39 | 4.83 | 0.65 |
| | Food processing (n= 105) | 4.99 | 0.37 | 4.91 | 0.76 |
| | Telecommunication (n= 79) | 5.00 | 0.44 | 4.75 | 0.79 |

**Practice:** Humane orientation is a cultural value present in the managerial practice of the three analyzed sectors, with an average score of 4.65. The answers are very similar in the three sectors, however, the relatively high standard deviation shows differences among the respon-

dents. In their organizations the Romanians are perceived as being more altruistic, fair, generous and kind than their counterparts in the world.

Analyzing industrial differences on Humane orientation research data shows, that the Finance industry tends to be the most Humane oriented (4,68), and Telecommunication industry the least (3,56), and Food industry is in-between (3,65) (see Figure 24.). But, as it was mentioned above, these differences are again neither noticeable, nor significant (F = 0,2732). However, Finance industry has again a relatively narrow confidence interval, and around the industrial means of the other two one can notice substantial deviation (see Table 28.)

*Figure 24. Industrial differences on Humane orientation Organizational practices*



*Table 28. ANOVA test of industrial differences of Humane orientation Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Humane Orientation | Between Groups | 0,8168 | 2 | 0,4084 | 0,2732 | 0,7611 |
| | Within Groups | 564,9807 | 378 | 1,4947 | | |
| | Total | 565,7975 | 380 | | | |

**Values:** Interestingly enough, Romanians are altruistic and do not want to assist to changes in this respect. The answers are homogeneous in each sector and very similar in all industries (even standard deviation is less than 0.9 in all cases)

**Comparisons with societal means:** It seems normal for us the Romanians to be more fair, altruistic and kind at the organizational level than at societal level. The idea is the hierarchies, structures and rules do not diminish the Romanians altruism, just the contrary. With all of these, the middle managers desire a much more altruistic behaviour at the societal level than at the organizational level.

**Potential explanation:** The socio-economic transition should be taken into consideration when explaining this cultural difference. The organizations are friendlier than a society in radical transformation (from socialism to capitalism). Today people are perceived as having more egoist and unfair behaviour in society than in the organization (at the practice level).

## 2.8. Performance Orientation

*Table 29.: Organizational Performance Orientation practices and values. Romanian data compared to world*

| | | World | | Romania | |
|---|---|---|---|---|---|
| **Performance Orientation** | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | n.a | n.a | 4.79 | 1.17 |
| | Finance (n= 197) | n.a | n.a | 4.98 | 1.14 |
| | Food processing (n= 105) | n.a | n.a | 4.49 | 1.10 |
| | Telecommunication (n= 79) | n.a | n.a | 4.71 | 1.26 |
| Values | All industries (n=381) | n.a | n.a | 6.10 | 0.81 |
| | Finance (n= 197) | n.a | n.a | 6.29 | 0.70 |
| | Food processing (n= 105) | n.a | n.a | 6.18 | 0.74 |
| | Telecommunication (n= 79) | n.a | n.a | 6.22 | 0.64 |

**Practice**: The sampled organizations have a relatively high orientation towards performance. There is a substantial similarity among the sectors scores. The middle mangers perceive that the top management put an effort in encouraging the employees to improve their performance, to innovate, in rewarding them mainly based on performance and not on other factors and to establish challenging work objectives. This orientation is the highest in Finance: 4.98. The bankers might absorb more the logic of market economy, what profit really means!

*Figure 25. Industrial differences on Performance orientation Organizational practices*
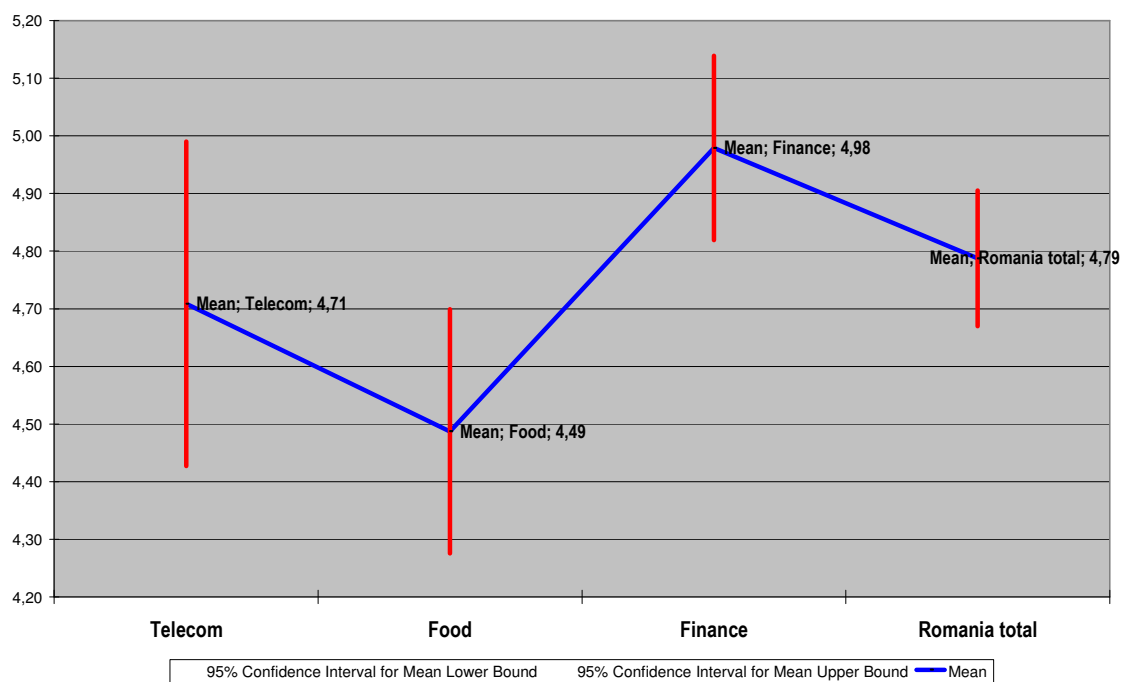


Analyzing industrial differences on Performance orientation research data shows, that middle managers in the Finance industry tend to set highest performance standards and motivated most to achieve them (4,98), and in Food industry tend to be least performance oriented (4,49), and Telecommunication industry is in-between (4,71) (see Figure 25.). ANOVA test proves, that

the difference between the two industrial extremes is significant on < 0,01 level (F = 6,4652). (see Table 30.)
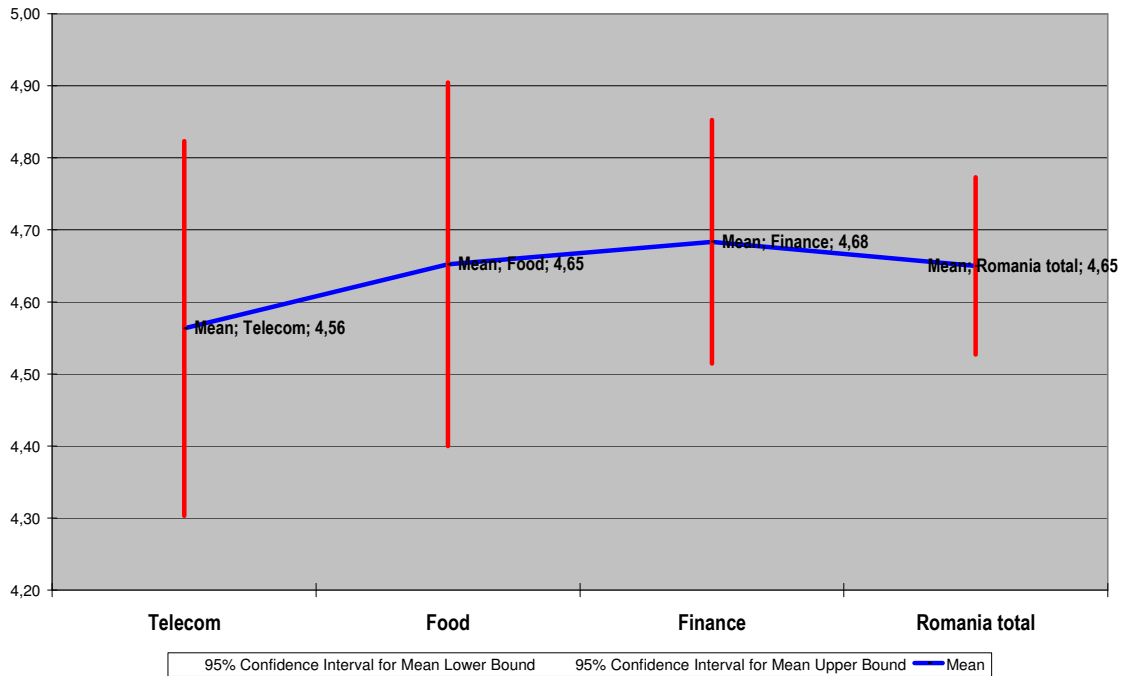
*Table 30. ANOVA test of industrial differences of Performance orientation Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Performance Orientation | Between Groups | 17,1641 | 2 | 8,5821 | 6,4652 | 0,0017 |
| | Within Groups | 501,7682 | 378 | 1,3274 | | |
| | Total | 518,9323 | 380 | | | |

**Values**: The middle managers desire an even higher performance. They think in their organizations people should be more concerned about performance. Again, in Finance, this aspiration is the highest (6.29), closely followed by Telecommunication (6.22). Anyway, performance orientation is by far, the highest desire at the organizational level.

**Comparison with societal means:** It seems to be understandable that the performance orientation to be higher at the organizational level in a market driven economy, at least at the "should be" level. While at the societal level, this value is ranked the 6th, at the organization level, it is on the first priority.

**Possible explanation**: Even though the mean score of all the industries in the sample is high enough, no one can say that performance orientation was and is a real strength of them. That's why we believe the restructuring of these sectors is so delayed. For instance, Romtelecom restructuring is far from being finalized. Romtelecom listing at the Romanian Stock Exchange was postponed again. The food industry is far from the European standards concerning the product quality. In our opinion, the lower performance of Romania has been the main cause of delaying Romania's integration to EU by January 1st 2007 (comparing with the other candidate countries in the region).

A former study (Catana & Catana, 1996) revealed that only 5.26% of 242 managers believed that performance is pursued in their organizational culture. Additional, only 2.45% believed the rewards are based upon performance. When asked "what the managers expect from the employees," from 300 citations "performance" was mentioned on the first place. So 10 years ago still the performance was the greatest cultural expectation at the organization level. Anyway, we believe that Romanian organizations prefer a rather competitive pattern of capitalism, than a capitalism based upon a social market economy (Swedish type).

## 2.9. Future Orientation

**Practice**: In the organizational culture of the three sectors, this variables is (4.44) under the world average (4.61). It seems that planning ahead is not a very agreed upon management instrument. Usually, the meetings are not planned ahead. The employees do not know exactly what is expected from them. For the managers, the plan is not a rule, but rather an exception. This especially true in Telecommunication (4.10) and Food industry (4.28). On the other hand in Finance industry, the plan has an increased role in the managerial process (4.66) both when compared to the world average and to the other Romanian analyzed sectors. An explanation of this situation in banking could also be the industry specific policies of this sector.

Analyzing industrial differences on Future orientation research data shows, that the Finance industry tends to be more future oriented and planning most ahead (4,66), and in Telecommunication industry tends to cope with problems of the present mostly (4,10), and Food industry is in-between (4,28) (see Figure 16.). ANOVA test proves that the difference between the two industrial extremes is significant on < 0,01 level (F = 10,9558). (see Table 32.) There is no overlap between the confidence intervals of Finance and Telecommunication industries!

*Table 31.: Organizational Future Orientation practices and values. Romanian data compared to world*

| | **Future Orientation** | World | | Romania | |
|---|---|---|---|---|---|
| | | Mean | Standard Deviation | Mean | Standard Deviation |
| Practices | All industries (n=381) | 4.61 | 0.66 | 4.44 | 1.40 |
| | Finance (n= 197) | 4.60 | 0.67 | 4.66 | 1.37 |
| | Food processing (n= 105) | 4.73 | 0.65 | 4.28 | 1.50 |
| | Telecommunication (n= 79) | 4.39 | 0.63 | 4.10 | 1.27 |
| Values | All industries (n=381) | 5.66 | 0.45 | 5.10 | 1.02 |
| | Finance (n= 197) | 5.63 | 0.44 | 5.14 | 1.00 |
| | Food processing (n= 105) | 5.73 | 0.39 | 5.26 | 0.97 |
| | Telecommunication (n= 79) | 5.61 | 0.58 | 5.25 | 0.94 |

*Figure 26. Industrial differences on Future orientation Organizational practices*
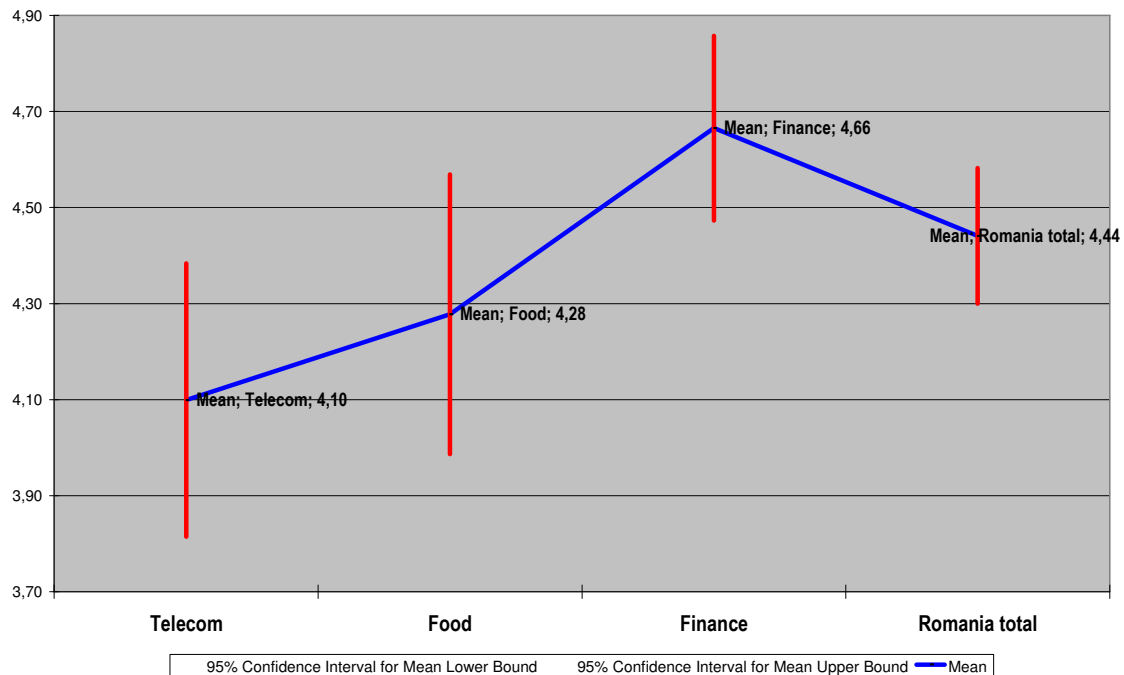


*Table 32. ANOVA test of industrial differences of Future oreintation Organizational practices*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Future Oriented | Between Groups | 21,9115 | 2 | 10,9558 | 5,7002 | 0,0036 |
| | Within Groups | 726,5098 | 378 | 1,9220 | | |
| | Total | 748,4213 | 380 | | | |

**Values**: The organizations in the sample are, probably in a process of cultural change through positive reconsideration of the planning role in the market economy (5.10). Still, we think there is a kind of reluctance around the plan effectiveness in the decisional process of the three industries. It is important to say this reluctance is explainable through the negative connotation given to "plan" word by the communist ideology/propaganda in the individuals mind. Not even the directors be-

lieved in plan! It is known the plan in communism did not have and economic content, but rather a political one.

**Comparison with societal means**: With all of the above, the organizational culture is much more future oriented than the societal culture (4.66 vs. 3.5). The word "plan" has no significance for middle managers at the societal level (neither good, nor bad). Still they want to change the culture based on the present at this level (score 5.56). Practically, this is the second value in the hierarchy of cultural values, following the "In-group collectivism"

**Possible explanation**: We dare to believe that most probably; the outcomes concerning this value would be different if instead of word "plan" we would use "strategic plan" or at least, the word "strategy". A research performed in 1996 confirms this likelihood (Catana &Catana., 1996). For the most managers in the mentioned research, the most important value of their organizational culture was the "clear strategy".

# 3. LEADERSHIP

In this research we define leadership as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members." (House et al, 2004, p.15.)

Leadership had been measured by 112 items (leadership traits and attributes), from which 21 primary (first-order) leadership variable had been identified by factor analysis, and a second factor analysis comprised these 21 variables into 6 dimensions (second-order) variables. Conceptually the leadership construct of GLOBE is normative, reflecting the expected behavior, traits and attributes of outstanding leadership in different cultures, rather that measuring how the leadership actually looks like.

The six culturally endorsed implicit leadership dimensions are the following: *Charismatic/Value-Based, Team oriented, Participative, Humane oriented, Autonomous, Self-Protective.*

## *3.1. First-order leadership variables*

First we present and shortly discuss primary (first order) leadership variables. Table 33 summarizes the Romanian leadership data, presenting expected outstanding leadership variable in descending order.

*Table 33.: Primary (first-order) leadership variables in Romania (n=354)*

| First-order leadership variable | Mean | Standard Deviation |
|---|---|---|
| Performance oriented | 6,36 | 0,81 |
| Benevolent (reverse scored) – Malevolent: 1.69 | 6,31 | 0,74 |
| Team 2. - Team integrator | 6,27 | 0,71 |
| Charismatic 2. – Inspirational | 6,24 | 0,75 |
| Administratively competent | 6,22 | 0,85 |
| Decisive | 6,15 | 0,86 |
| Integrity | 6,1 | 0,86 |
| Charismatic 1. – Visionary | 6,07 | 0,74 |
| Diplomatic | 5,98 | 0,77 |
| Team 1. - Collaborative team orientation | 5,88 | 0,76 |
| Charismatic 3. - Self-sacrificial | 5,3 | 1,05 |
| Modesty | 5,05 | 0,93 |
| Non-autocratic (reverse scored) - Autocratic: 2.97 | 5,03 | 1,19 |
| Status conscious | 4,78 | 1,26 |
| Participative (reverse scored) – Non-participative: 3.26 | 4,74 | 1,18 |
| Humane oriented | 4,71 | 1,3 |
| Conflict inducer | 4,37 | 0,94 |
| Procedural | 4,28 | 0,93 |
| Autonomous | 3,5 | 1,28 |
| Face saver | 3,1 | 1,32 |
| Self-centered | 1,8 | 0,89 |

Research evidence shows, that the most valued expected leadership characteristics in Romania (national grand mean > 6,00) are the following: being performance oriented, benevolent, team integrator, inspirational charismatic, administratively competent, decisive, holding integrity, and visionary charismatic. As a second group of leadership characteristics being diplomatic, collaborative team oriented,

self-sacrificial charismatic, modest, and non-autocratic are also expected from outstanding leaders (6,00 > national grand mean > 5,00). A third group of first order leadership seems to be more or less neutrally evaluated (5,00 > national grand mean > 3,00): being status conscious, participative, humane oriented, conflict inducer, procedural, autonomous, and face saver. However, being self-centered leadership is clearly considered as impediment of outstanding leadership in this culture.

Taking into consideration national grand means and the standard deviation together we may re-group the first order leadership variables, which are presented in Table 34.

*Table 34.: Grouping of primary (first-order) leadership variables in Romania (n=230)*

| First-order leadership variable | Mean | Standard Deviation |
|---|---|---|
| **Expected (mean>5,85) and agreed (st.dev.< 0,9)** | | |
| Performance oriented | 6,36 | 0,81 |
| Benevolent (reverse scored) – Malevolent: 1.69 | 6,31 | 0,74 |
| Team 2. - Team integrator | 6,27 | 0,71 |
| Charismatic 2. – Inspirational | 6,24 | 0,75 |
| Administratively competent | 6,22 | 0,85 |
| Decisive | 6,15 | 0,86 |
| Integrity | 6,1 | 0,86 |
| Charismatic 1. – Visionary | 6,07 | 0,74 |
| Diplomatic | 5,98 | 0,77 |
| Team 1. - Collaborative team orientation | 5,88 | 0,76 |
| **Medium score ( 5,3>mean>3) and differently viewed (st.dev.>0,9)** | | |
| Charismatic 3. - Self-sacrificial | 5,3 | 1,05 |
| Modesty | 5,05 | 0,93 |
| Non-autocratic (reverse scored) - Autocratic: 2.97 | 5,03 | 1,19 |
| Status conscious | 4,78 | 1,26 |
| Pariticipative (reverse scored) – Non-participative: 3.26 | 4,74 | 1,18 |
| Humane oriented | 4,71 | 1,3 |
| Conflict inducer | 4,37 | 0,94 |
| Procedural | 4,28 | 0,93 |
| Autonomous | 3,5 | 1,28 |
| Face saver | 3,1 | 1,32 |
| **Refused (mean<2) and agreed (st.dev.< 0,9)** | | |
| Self-centered | 1,8 | 0,89 |

This is another way of grouping, producing three categories:

- **To practice:** Highly valued variables (national grand mean > 5.85) with relatively low standard deviation (st.dev.< 0.9), meaning that Romanian middle managers mostly agreed that these characteristics (variables) are greatly contributes to be outstanding leader. The following first-order leadership variables belong to this group: performance oriented, benevolent, inspirational charismatic, team integrator, decisive, administratively competent, visionary charismatic, integrity, diplomatic, and collaborative team orientation. These variables are nation-wide valued and expected from outstanding leaders.

- **Differently viewed:** Somewhat valued or neutrally evaluated variables (5.3 > national grand mean > 3) with relatively high standard deviation (st.dev. > 0.9), meaning that opinion of Romanian middle managers greatly deviate on those characteristics, therefore there is no clear

agreement whether these are contributing to be outstanding leader, or not. The following first-order leadership variables belong to this group: self-sacrificial charismatic, non-autocratic, modesty, status conscious, participative, humane oriented, conflict inducer, procedural, autonomous, and face saver. These variables can be interesting because, being differently evaluated in some situation they may contribute to outstanding leadership, in other situation they may impede to be outstanding leader. A special analysis of these leadership characteristics may help us to identify different leadership prototypes in the Romanian culture.

- **To avoid:** Highly refused variable (national grand mean < 2) with relatively low standard deviation (st.dev.< 0.9), meaning that Romanian middle managers mostly agreed that these characteristics (variables) are greatly impede to be outstanding leader. One single first-order belongs to this group: self-centered. Being self-centered is nation-wide non-acceptable from leaders.

## 3.2. Second-order leadership variables

As it was described above a second factor analysis comprised these 21 variables into 6 dimensions (second-order) variables: Charismatic/value based, Team oriented, Participative, Humane oriented, Self-protective, and Autonomous. Below we present these six composite variables, with their first-order variable compositions. In addition, the industrial differences (if any) are also presented. For further statistical details see Appendices.

Research data shows, that Romanian middle managers expect their outstanding leaders to be Team oriented (6,13) and Charismatic/Value based (6,09). They also feel Participative (4,93) and Humane orientation (4,88) as somewhat contributing to outstanding leadership. However, Self-protective (3,69) and Autonomous (3,56) leadership behaviour seem to impede outstanding leadership in the Romanian culture.

### Charismatic / Value based leadership

Definition and composition of *Charismatic/Value-Based:* it reflects the ability to inspire, to motivate, and expect high performance outcomes from others on the basis of firmly held core values. It includes six primary leadership subscales labelled (a) visionary, (b) inspirational, (c) self-sacrifice, (d) integrity, (e) decisive, (f) performance oriented. (House et al., 2004. p. 675)

*Table 35.: Charismatic / value based second-order leadership variable in Romania (n=354)*

| Charismatic / Value based - second order | Mean | Standard Deviation |
|---|---|---|
| Charismatic / Value based - second order | **6,04** | **0,63** |
| Charismatic 1. – Visionary | 6,07 | 0,74 |
| Charismatic 2. – Inspirational | 6,24 | 0,75 |
| Charismatic 3. - Self-sacrificial | 5,30 | 1,05 |
| Integrity | 6,10 | 0,86 |
| Decisive | 6,15 | 0,86 |
| Performance oriented | 6,36 | 0,81 |

Charismatic / Value based leadership is a key leadership dimension in GLOBE research. It seems to show universality (expected from effective leaders in practically all cultures). From its composite first-order variables integrity, visionary charismatic, inspirational charismatic, decisive, and performance oriented seem also to be universally endorsed (expected) as contributing to outstanding leadership, regardless which culture are we examining.

Romanian middle managers score high (6,04) on Charismatic / Value based leadership with a great agreement (st.dev = 0,63). It is the highest expected score in Eastern-Europe (see below), and the 11th highest in the world!

Concerning the first-order leadership dimensions Romanian middle managers score also high on all the universals: integrity (6,10), visionary charismatic (6,07), inspirational charismatic (6,24), decisive (6,15), and performance oriented (6,36). The non-universal self-sacrificial charismatic scores relatively high (5,30) but in accordance with the world-wide pattern not as strongly expected from outstanding leaders, as the other five first-order variables.

On the overall GLOBE sample (62 cultures) research evidence shows, that *Charismatic/Value-Based* leadership has strong positive correlation with organizational Performance orientation value (0.60**), and organizational In-Group collectivism value (0.69**), and strong negative correlation with societal Power distance values (- 0.57**) (House et al, 2004, pp. 699-701). Romanian data seem to confirm this predictability: In-Group collectivism (6,12 – 5th highest) and Power Distance value (2,78 – 25th highest), however the low performance orientation value (4,92 – see above) has a sharp contrast with the high level performance orientation expected from outstanding leaders.

*Table 36.: Industrial differences - Charismatic / value based second-order leadership variable in Romania (n=354)*

| Charismatic / Value based – second order | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 6,04 | 0,63 |
| Finance (n = 182) | 6,08 | 0,65 |
| Food processing (n = 96) | 6,02 | 0,6 |
| Telecommunication (n = 76) | 5,96 | 0,59 |

Research data shows, that the charismatic leader is mostly expected in the Finance sector (6.08), and lowest scores in the Telecommunication and media industry (5.96), and Food industry is in-between (6.02)(see Figure 27.). However ANOVA test proves, that the industrial differences are not significant. (see Table 37.)

*Figure 27. Industrial differences on Charismatic / Value based second-order leadership variable*



47
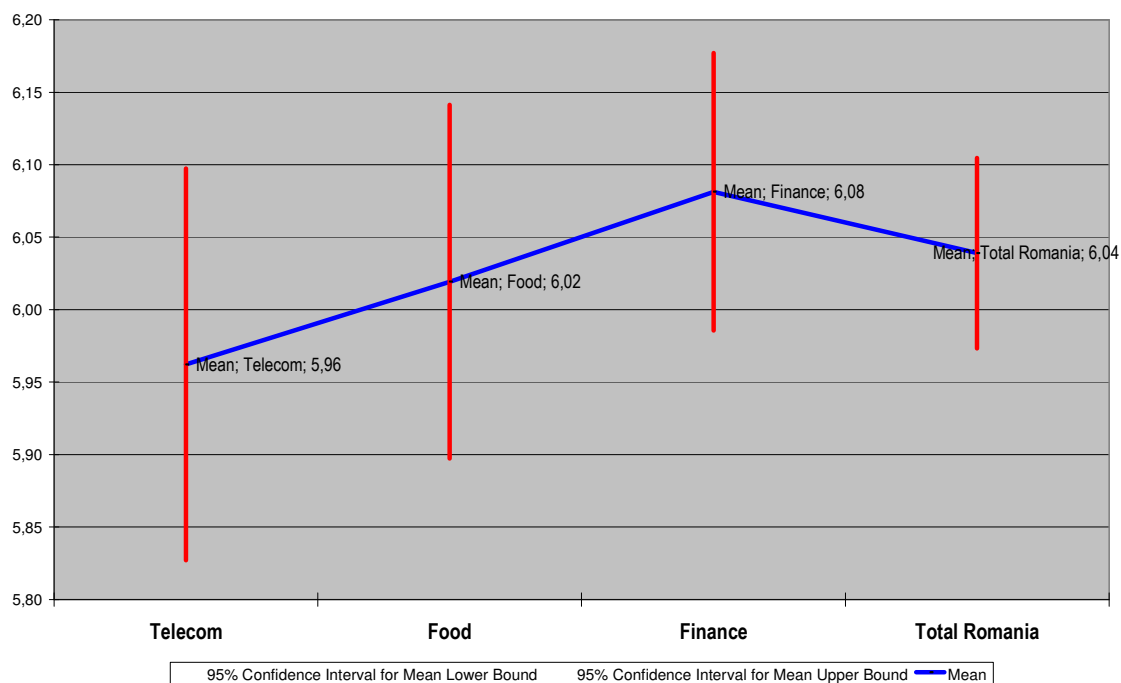
*Table 37. ANOVA test of industrial differences of Charismatic / Value based leadership second-order variable*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic/Value based | Between Groups | 0,8114 | 2 | 0,4057 | 1,0306 | 0,3579 |
| | Within Groups | 138,1718 | 351 | 0,3937 | | |
| | Total | 138,9832 | 353 | | | |

*Table 37. ANOVA test of industrial differences of firs-order composites of Charismatic / Value based leadership variable*

| ANOVA test | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic I. – Visionary | Between Groups | 2,58583 | 2 | 1,2929 | 2,3824 | 0,0938 |
| | Within Groups | 190,482 | 351 | 0,5427 | | |
| | Total | 193,068 | 353 | | | |
| Charismatic II. – Inspirational | Between Groups | 0,13662 | 2 | 0,0683 | 0,1223 | 0,8849 |
| | Within Groups | 196,059 | 351 | 0,5586 | | |
| | Total | 196,195 | 353 | | | |
| Charismatic – Self sacrificial | Between Groups | 1,96682 | 2 | 0,9834 | 0,8917 | 0,4109 |
| | Within Groups | 387,08 | 351 | 1,1028 | | |
| | Total | 389,047 | 353 | | | |
| Integrity | Between Groups | 0,0932 | 2 | 0,0466 | 0,0628 | 0,9391 |
| | Within Groups | 260,31 | 351 | 0,7416 | | |
| | Total | 260,404 | 353 | | | |
| Decisive | Between Groups | 3,67249 | 2 | 1,8362 | 2,4899 | 0,0844 |
| | Within Groups | 258,853 | 351 | 0,7375 | | |
| | Total | 262,526 | 353 | | | |
| Performance oriented | Between Groups | 3,92412 | 2 | 1,9621 | 3,0203 | 0,0501 |
| | Within Groups | 228,016 | 351 | 0,6496 | | |
| | Total | 231,94 | 353 | | | |

*Figure 28. Industrial differences on Performance orientation first-order leadership variable*
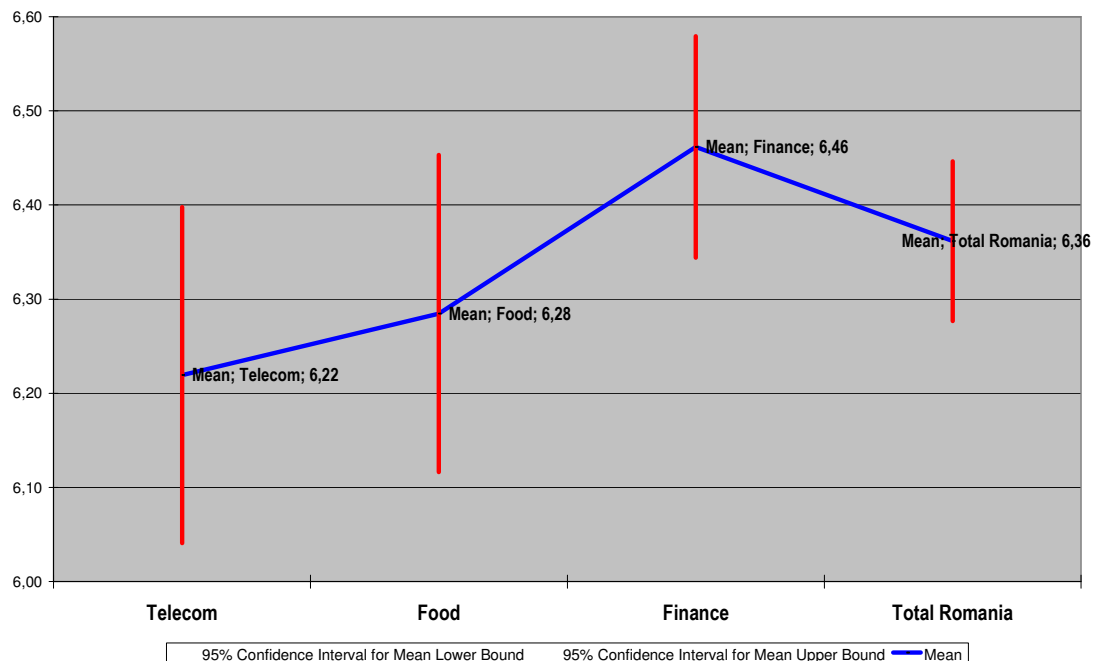
Concerning the first-order variables composing Charismatic / Value based leadership the only significant industrial differences is Performance orientation: Finance scores highest (6,46), Telecommunication scores lowest (6,22), and Food (6,28) is in-between. (See Figure 28). The difference between the two extremes is significant on < 0,05 level (F = 3,02). (See Table 37).

## Team oriented leadership

Definition and composition of *Team oriented:* that emphasizes effective team building and implementation of a common purpose or goal among team members. It includes five primary leadership subscales labelled (a) collaborative team orientation, (b) team integrator, (c) diplomatic, (d) benevolent /originally malevolent – reverse scored/, (e) administratively competent. (House et al., 2004. p. 675)

Team oriented leadership is another key leadership dimension in GLOBE research. It seems to show universality (expected from effective leaders in practically all cultures). From its composite first-order variables team integrator, diplomatic, benevolent, and administrative competence seem also to be universally endorsed (expected) as contributing to outstanding leadership, regardless which culture are we examining.

Romanian middle managers score high (6,13) on Team oriented leadership with a great agreement (st.dev = 0,59). It is the again the highest expected score in Eastern-European cluster (see Table 38.), and the 3rd highest in the world!!

*Table 38. Team oriented second-order leadership variable in Romania (n=354)*

| Team oriented - second order | Mean | Standard Deviation |
|---|---|---|
| Team oriented - second order | **6,13** | **0,59** |
| Team 1. - Collaborative team orientation | 5,88 | 0,76 |
| Team 2. - Team integrator | 6,27 | 0,71 |
| Diplomatic | 5,98 | 0,77 |
| Benevolent (reverse scored) – Malevolent: 1.69 | 6,31 | 0,74 |
| Administratively competent | 6,22 | 0,85 |

Concerning the first-order leadership dimensions Romanian middle managers score also high on all the universals: team integrator (6,27), diplomatic (5,98), benevolent (6,31), and administrative competence (6,22). The non-universal collaborative team orientation scores relatively high (5,88) but in accordance with the world-wide pattern slightly less expected from outstanding leaders, as the other four first-order variables.

On the overall GLOBE sample (62 cultures) research evidence shows, leadership has no strong positive or negative correlation with any of the cultural variables (stronger that +/- 0.50) (House et al, 2004, pp. 699-701).

*Table 39.: Industrial differences - Team oriented second-order leadership variable in Romania (n=354)*

| Team oriented - second order | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 6,13 | 0,59 |
| Finance (n = 182) | 6,08 | 0,65 |
| Food processing (n = 96) | 6,02 | 0,6 |
| Telecommunication (n = 76) | 5,96 | 0,59 |

Research data shows that the team oriented leader is mostly expected in the Food sector (6,17), and lowest scores in the Telecommunication and media industry (6,02), and Finance industry is in-between (6,16) (see Figure 29.). However ANOVA test proves that the industrial differences are not significant. (see Table 40.)

*Table 40. ANOVA test of industrial differences of Team oriented leadership second-order variable*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Team Oriented | Between Groups | 1,1963 | 2 | 0,5981 | 1,6976 | 0,1846 |
| | Within Groups | 123,6672 | 351 | 0,3523 | | |
| | Total | 124,8634 | 353 | | | |

*Figure 29. Industrial differences on Team orientation second-order leadership variable*

*Table 41. ANOVA test of industrial differences of first-order composites of Team oriented leadership variable*

| | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Team integrator | Between Groups | 1,55284 | 2 | 0,7764 | 1,5491 | 0,2139 |
| | Within Groups | 175,92 | 351 | 0,5012 | | |
| | Total | 177,473 | 353 | | | |
| Collaborative team orientation | Between Groups | 0,27573 | 2 | 0,1379 | 0,2356 | 0,7902 |
| | Within Groups | 205,394 | 351 | 0,5852 | | |
| | Total | 205,67 | 353 | | | |
| Diplomatic | Between Groups | 0,58677 | 2 | 0,2934 | 0,4895 | 0,6133 |
| | Within Groups | 210,357 | 351 | 0,5993 | | |
| | Total | 210,944 | 353 | | | |
| Benevolent | Between Groups | 1,20573 | 2 | 0,6029 | 1,0956 | 0,3355 |
| | Within Groups | 193,143 | 351 | 0,5503 | | |
| | Total | 194,349 | 353 | | | |
| Administratively Competent | Between Groups | 9,57455 | 2 | 4,7873 | 6,8526 | 0,0012 |
| | Within Groups | 245,212 | 351 | 0,6986 | | |
| | Total | 254,787 | 353 | | | |

Concerning the first-order variables composing Team oriented leadership the only significant industrial differences is Administrative competence: Food industry scores highest (6,42), Telecommunication

scores lowest (5,94), and Finance (6,23) is in-between. (see Figure 30). The difference between the two extremes is significant on < 0,01 level (F = 6,8526). (See Table 41)

*Figure 30.  Industrial differences on Administratively competent first-order leadership variable*



| | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Mean |

## Participative leadership

Definition and composition of *Participative:* that reflects the degree to which managers involve others in making and implementing decisions. It includes two primary leadership subscales labelled (a) autocratic / reverse scored/, (b) non-participative /reverse scored/. (House et al., 2004. p. 675)

Romanian middle managers score medium (4,89) on Participative leadership with a moderate agreement (st.dev = 1,04). This score is a relatively low expected participation compared to other Eastern-European countries (see below), and the 8th *lowest* in the world, reflecting that Romanian middle-managers are among those who most tolerate the non-participative leadership behaviour.

*Table 42.: Participative second-order leadership variable in Romania (n=354)*

| Participative - second order | Mean | Standard Deviation |
|---|---|---|
| Participative - second order | **4,89** | **1,04** |
| Non-autocratic (reverse scored) - Autocratic: 2.97 | 5,03 | 1,19 |
| Participative (reverse scored) – Non-participative: 3.26 | 4,74 | 1,18 |

Concerning the first-order leadership dimensions Romanian middle managers score also relatively low on Non-autocratic (5,03), and even lower on participative (4,74)  leadership, however with relatively high deviation, reflecting some disagreement on this issue.

On the overall GLOBE sample (62 cultures) research evidence shows, that *Participative* leadership has strong positive correlation with societal Gender egalitarianism value (0.65**) and societal Humane orientation value (0.62*), and strong negative correlation with societal Power distance value (- 0.85**) (House et al, 2004, pp. 699-701). Romanian scores high on Gender egalitarianism value (4,63 – 9th highest) but scores relatively low on Humane orientation value (5,30 – 37th in the world), and scores relatively high on Power Distance value (2,78 – 22nd highest). So taking these predictors into consideration it seems

that the relatively low Humane orientation tends to negatively effect Participative leadership in the Romanian culture.

*Table 43. Industrial differences - Participative second-order leadership variable in Romania (n=354)*

| Participative - second order | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 4,89 | 1,04 |
| Finance (n = 182) | 4,98 | 1 |
| Food processing (n = 96) | 4,81 | 1 |
| Telecommunication (n = 76) | 4,79 | 1,15 |

Research data shows that the participative leader is mostly expected in the Finance sector (4,98), least in the Telecommunication and media industry (4,79), and Food industry is in-between (4,81) (see Figure 31). However ANOVA test proves that the industrial differences are not significant. (see Table 44.)

*Figure 31. Industrial differences on Participative second-order leadership variable*
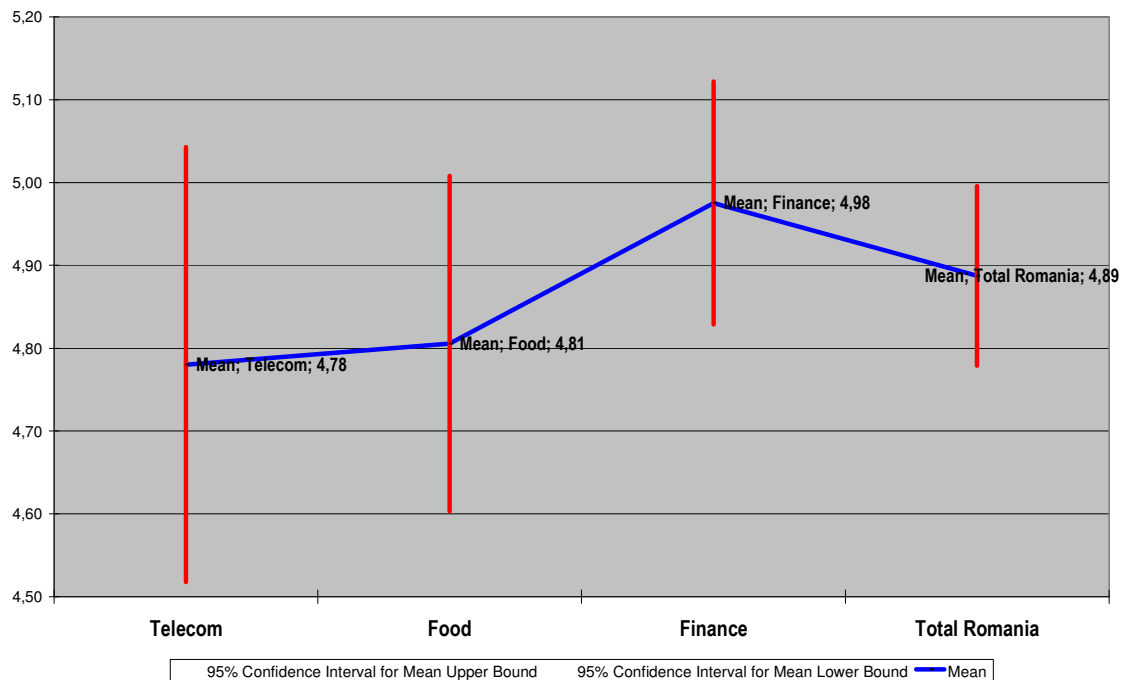


*Table 44. ANOVA test of industrial differences of Participative leadership second-order variable*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Participative | Between Groups | 2,9226 | 2 | 1,4613 | 1,3648 | 0,2568 |
| | Within Groups | 375,8272 | 351 | 1,0707 | | |
| | Total | 378,7497 | 353 | | | |

Besides, neither the Participative, nor the Non-autocratic first-order variables do not show significant industrial differences.
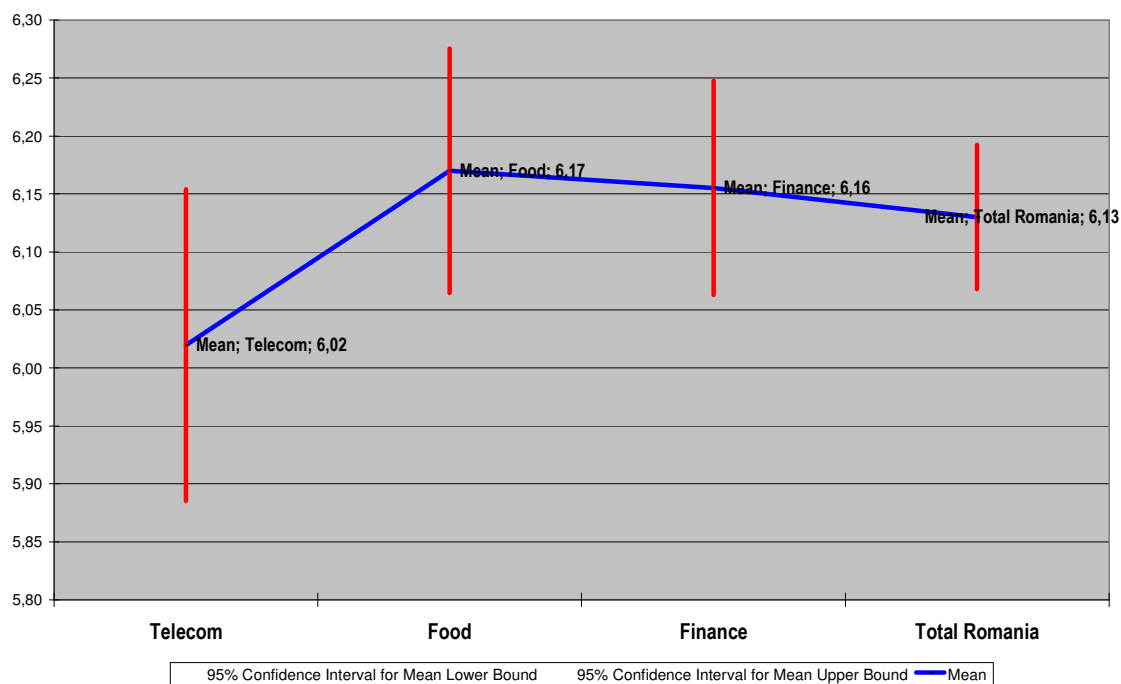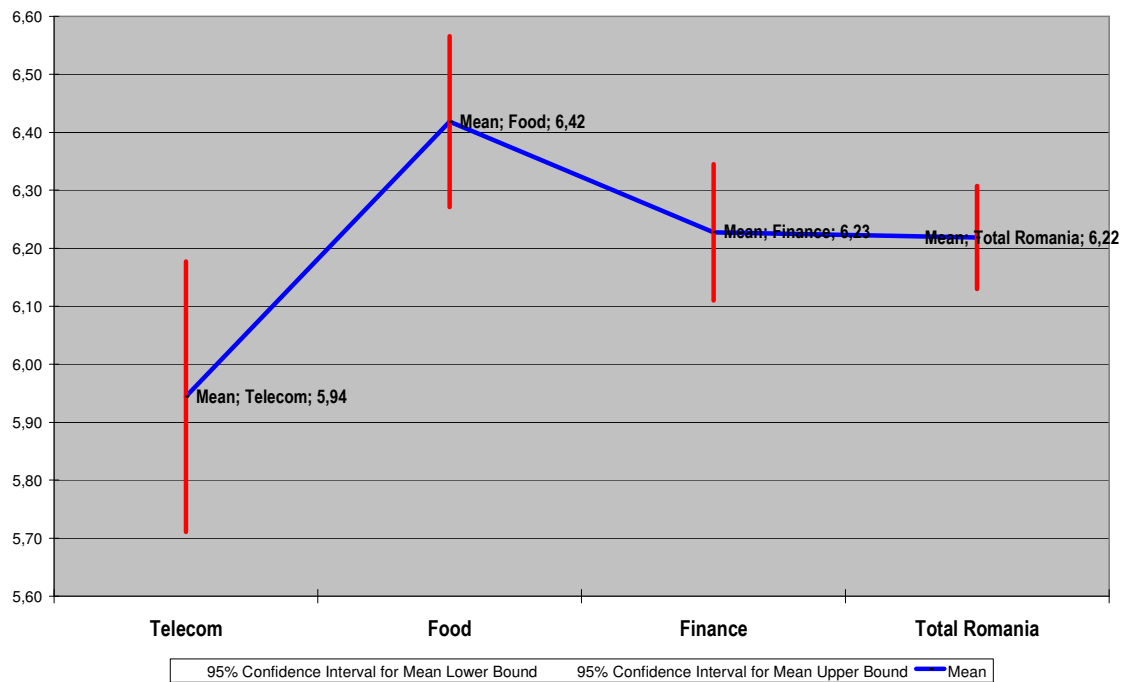
*Table 45. ANOVA test of industrial differences of firs-order composites of Participative leadership variable*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Participative | Between Groups | 2,23586 | 2 | 1,1179 | 0,7981 | 0,4510 |
| | Within Groups | 481,86 | 344 | 1,4008 | | |
| | Total | 484,095 | 346 | | | |
| Non-autocratic | Between Groups | 5,05277 | 2 | 2,5264 | 1,8043 | 0,1661 |
| | Within Groups | 491,465 | 351 | 1,4002 | | |
| | Total | 496,518 | 353 | | | |

## Humane orientation

Definition and composition of *Humane oriented:* that reflects supportive and considerate leadership but also includes compassion and generosity. It includes two primary leadership subscales labelled (a) modesty, (b) humane oriented. (House et al., 2004. p. 675)

Romanian middle managers score medium (4,88) on Humane oriented leadership with somewhat moderate agreement (st.dev = 0,97). This score is a medium expected participation compared to other Eastern-European countries (see below), and the 32th *(also medium)* in the world, reflecting that Romanian middle-managers are among those who moderately expect Humane oriented leadership behaviour from their superiors.

*Table 46. Humane oriented second-order leadership variable in Romania (n=354)*

| Humane oriented - second order | Mean | Standard Deviation |
|---|---|---|
| Humane oriented - second order | **4,88** | **0,97** |
| Modesty | 5,05 | 0,93 |
| Humane oriented | 4,71 | 1,3 |

Concerning the first-order leadership dimensions Romanian middle managers score also relatively low on Modesty (5,05), and even lower on Humane oriented (4,71) leadership, however with relatively high deviation, reflecting some disagreement on this issue, especially the latter.

On the overall GLOBE sample (62 cultures) research evidence shows, that *Humane Oriented* leadership has strong positive correlation with organizational Humane orientation value (0.56**) and organizational In-Group collectivism value (0.52**) (House et al, 2004, pp. 699-701). Romanian scores somewhat higher that the industrial averages on organizational Humane orientation value (see Table 13-14) and significantly higher on organizational In-Group Collectivism value, except the Food processing industry score (see. Table 13-14). So taking these predictors into consideration it seems that something else should have an effect on the medium scored Humane orientation leadership in the Romanian culture.

*Table 47. Industrial differences - Humane oriented second-order leadership variable in Romania (n=354)*

| Humane oriented – second order | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 4,88 | 0,87 |
| Finance (n = 182) | 4,88 | 0,94 |
| Food processing (n = 96) | 5 | 1,05 |
| Telecommunication (n = 76) | 4,75 | 0,91 |

Research data shows that the Humane oriented leader is mostly expected in the Food sector (5,00), least in the Telecommunication and media industry (4,75), and Finance industry is in-between (4,88)

(see Figure 32). However ANOVA test proves that the industrial differences are not significant. (see Table 48.)

*Table 48. ANOVA test of industrial differences of Humane oriented leadership second-order variable*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Humane oriented | Between Groups | 2,6913 | 2 | 1,3456 | 1,4366 | 0,2391 |
| | Within Groups | 328,7789 | 351 | 0,9367 | | |
| | Total | 331,4702 | 353 | | | |

*Figure 32. Industrial differences on Humane oriented second-order leadership variable*
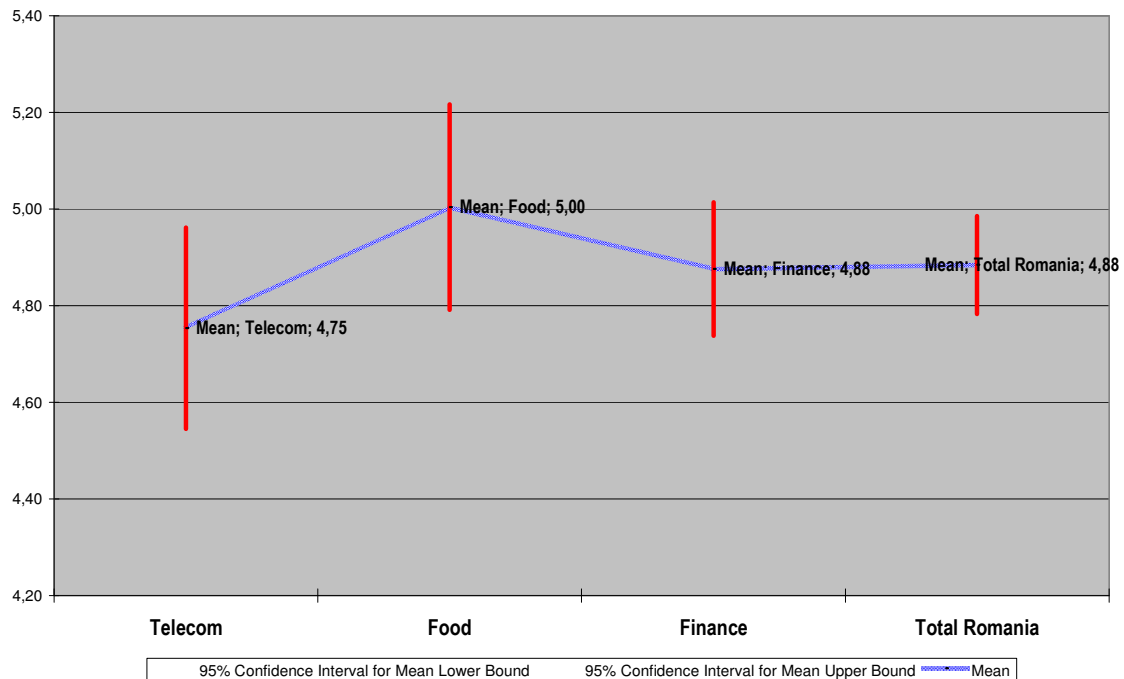


Besides, neither the Modest, nor the Humane orientation first-order variables do not show significant industrial differences.

*Table 49. ANOVA test of industrial differences of firs-order composites of Participative leadership variable*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Modest | Between Groups | 3,04094 | 2 | 1,5205 | 1,7783 | 0,1705 |
| | Within Groups | 300,117 | 351 | 0,855 | | |
| | Total | 303,158 | 353 | | | |
| Humane orientation | Between Groups | 4,53731 | 2 | 2,2687 | 1,3358 | 0,2643 |
| | Within Groups | 584,218 | 344 | 1,6983 | | |
| | Total | 588,755 | 346 | | | |

## Self-Protective leadership

Definition and composition of *Self-Protective:* focuses on ensuring the safety and security of the individual or group member. It includes five primary leadership subscales labeled (a) self-centered, (b) status

conscious, (c) conflict inducer, (d) face saver, (e) procedural. (House et al., 2004. p. 675). This second order variable was also labelled as Narcissistic in the earlier stage of the research progress.

Generally speaking, Self-protective leadership is not a highly valued behaviour in the world, most of the countries scores below the neutral 4 grade of the scale, the highest score is still relatively low (Albania – 4,62), and but some cultures (like the Nordic-Scandinavian, or the Germanic) strongly dislike this type of leader behaviour. Therefore the understanding of the meaning of the scores is the following: the higher the score, the most self-protectiveness is tolerated (still acceptable) as behaviour of the outstanding superiors.

Romanian middle managers score low (3,67) on Self-Protective leadership with somewhat agreement (st.dev = 0,70). This score is a medium-high expected participation compared to other Eastern-European countries (see below), and the 17th *(medium-high)* in the world, reflecting that Romanian middle-managers are among those who relatively tolerate Self-protective (narcissistic) leaders.

*Table 50. Self-protective second-order leadership variable in Romania (n=354)*

| Self-protective - second order | Mean | Standard Deviation |
|---|---|---|
| Self-protective - second order | 3,67 | 0,7 |
| Self-centered | 1,8 | 0,89 |
| Status conscious | 4,78 | 1,26 |
| Conflict inducer | 4,37 | 0,94 |
| Face saver | 3,1 | 1,32 |
| Procedural | 4,28 | 0,93 |

Concerning the first-order leadership dimensions, however there are major differences: Romanian middle managers relatively highly tolerate Status conscious leadership behavior (4,78), and moderately tolerate Conflict inducer (4,37) and Procedural (4,28) leaders. However, Face saver does not seem to be an acceptable leadership behavior in Romania (3,1), and Self-centered leadership behavior is clearly viewed as a substantial impediment of outstanding leadership.

On the overall GLOBE sample (62 cultures) research evidence shows, that *Self-protective* leadership has strong positive correlation with societal Power distance value (0.87**) and Uncertainty avoidance value (0.63**) and strong negative correlation with societal Humane orientation value (- 0.67**), Gender egalitarianism value (- 0.62**) (House et al, 2004, pp. 699-701). Romanian scores relatively high on Power Distance value (2,78 – 25th highest), also high on Uncertainty avoidance value (5.39 – 3rd higest), high again on Gender egalitarianism value (4,63 – 9th highest) but scores relatively low on Humane orientation value (5,30 – 37th in the world. So taking the high scoring on Power distance, Uncertainty avoidance, Gender egalitarianism, and the relatively low Humane orientation societal values seem to be good predictors of the relatively tolerated leaders' self-protectiveness in the Romanian culture.

*Table 51. Industrial differences - Self-protective second-order leadership variable in Romania (n=354)*

| Self-protective - second order | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 3,67 | 0,7 |
| Finance (n = 182) | 3,58 | 0,59 |
| Food processing (n = 96) | 3,9 | 0,77 |
| Telecommunication (n = 76) | 3,59 | 0,78 |

Research data shows that the self-protective leader is mostly tolerated in the Food sector (3,90), least in the Finance industry (3,58), with an almost the same score (but with a much broaderr confidence interval) in Telecommunication and media (3,59) (see Figure 33.). The ANOVA test shows that these industrial differences are significant on <0,01 level (F=7,4557). (see Table 52.)

*Figure 33. Industrial differences on Self-Protective second-order leadership variable*
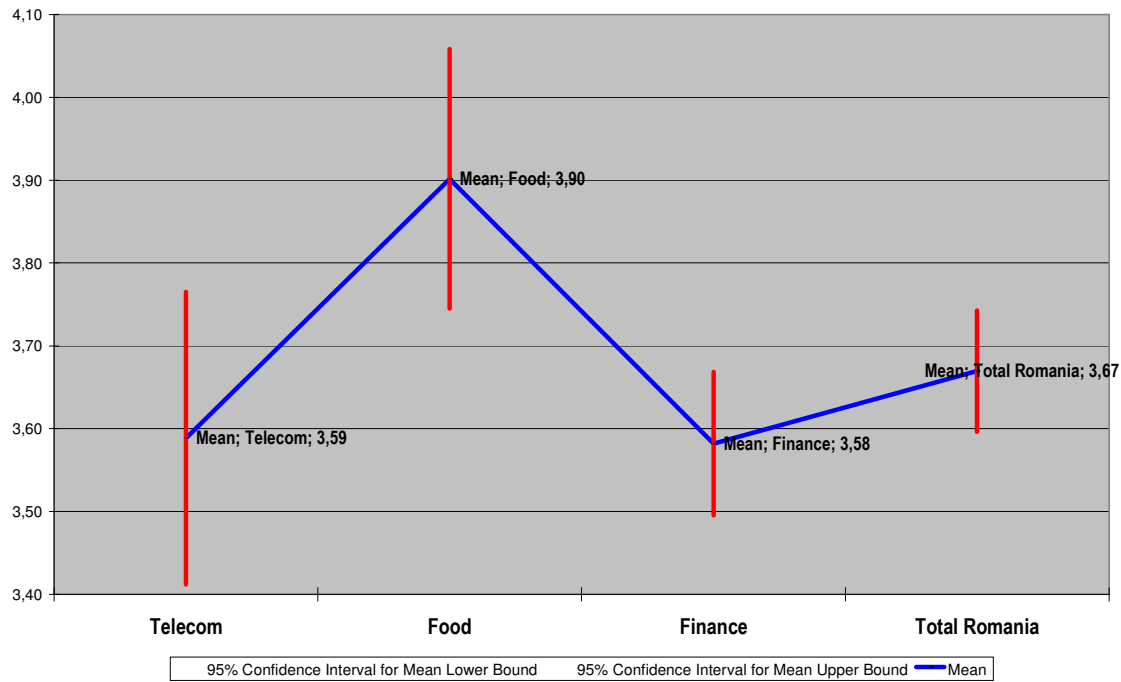


*Table 52. ANOVA test of industrial differences of Self-Protective leadership second-order variable*

|  |  | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Self-protective | Between Groups | 7,0761 | 2 | 3,5381 | 7,4557 | 0,0007 |
|  | Within Groups | 167,5149 | 353 | 0,4745 |  |  |
|  | Total | 174,5910 | 355 |  |  |  |
|  |  | Sum of Squares | df | Mean Square | F | Sig. |

Beside the significant industrial difference in Self-Protectiveness we have three first order variables with also significant industrial differences:

*Table 53. ANOVA test of industrial differences of firs-order composites of Self-Protective leadership variable*

|  |  | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Self-centered | Between Groups | 15,7838 | 2 | 7,8919 | 10,4613 | 0,0000 |
|  | Within Groups | 264,79 | 351 | 0,7544 |  |  |
|  | Total | 280,573 | 353 |  |  |  |
| Status conscious | Between Groups | 2,29834 | 2 | 1,1492 | 0,7252 | 0,4850 |
|  | Within Groups | 545,143 | 344 | 1,5847 |  |  |
|  | Total | 547,441 | 346 |  |  |  |
| Conflict inducer | Between Groups | 3,89778 | 2 | 1,9489 | 2,2445 | 0,1075 |
|  | Within Groups | 304,771 | 351 | 0,8683 |  |  |
|  | Total | 308,669 | 353 |  |  |  |
| Face-saver | Between Groups | 13,2377 | 2 | 6,6188 | 3,8681 | 0,0218 |
|  | Within Groups | 600,612 | 351 | 1,7111 |  |  |
|  | Total | 613,85 | 353 |  |  |  |
| Procedural | Between Groups | 12,2131 | 2 | 6,1066 | 7,3896 | 0,0007 |
|  | Within Groups | 291,709 | 353 | 0,8264 |  |  |
|  | Total | 303,922 | 355 |  |  |  |

- Food industry tolerates more the Self-centered leaders (2,14), Finance tolerates the least (1,64), and Telecommunication is in-between (1,77) - the difference is significant on <0,01 level (F=10,4613), (See Figure 34)

- Food industry tolerates more the Face savers (3,40), Telecommunication tolerates the least (2,89), and Finance is in-between (3,02) - the difference is significant on <0,05 level (F=3,8681) (See Figure 35)

- Food industry prefers more the Procedural leaders (4,56), Telecommunication expects it the least (4,05), and Finance is in-between (4,23) - the difference is significant on <0,01 level (F=7,3896). (See Figure 36)

*Figure 34. Industrial differences on Self-Centered first-order leadership variable*
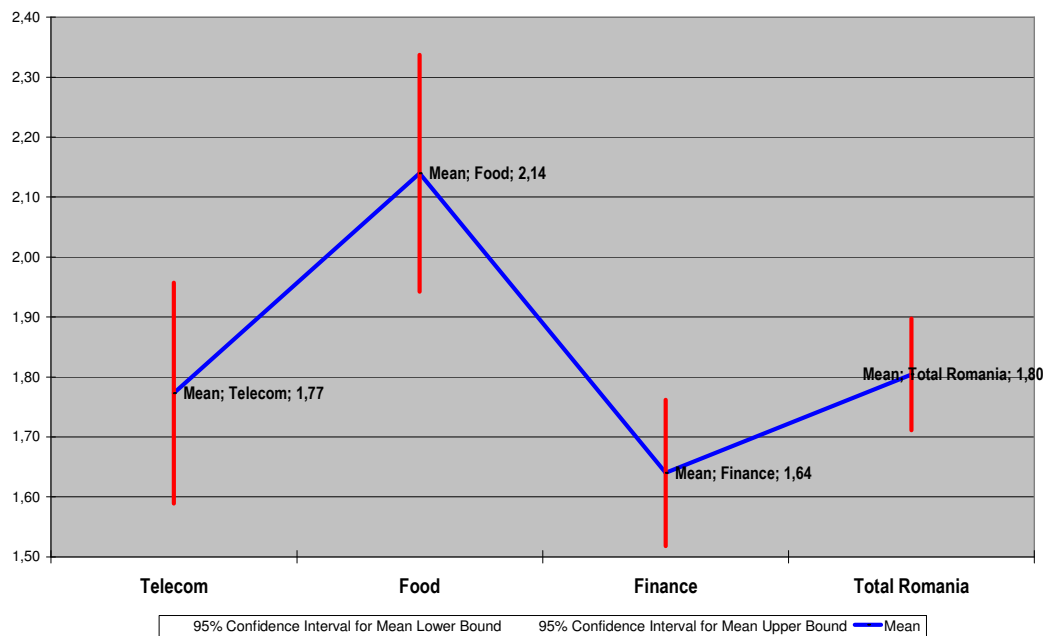


*Figure 35. Industrial differences on Face saver first-order leadership variable*
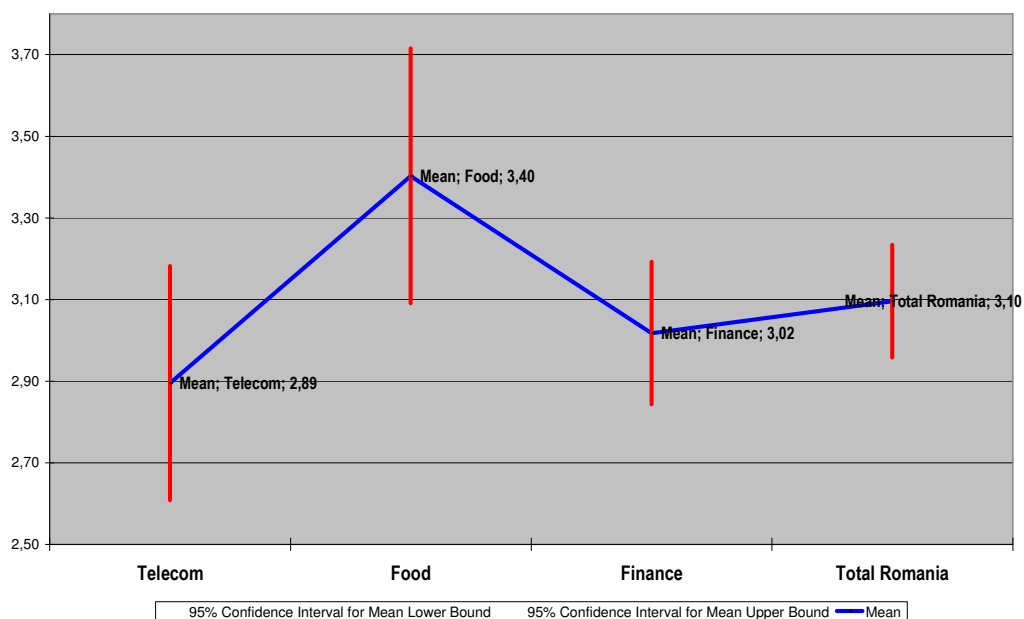
*Figure 36. Industrial differences on Procedural first-order leadership variable*
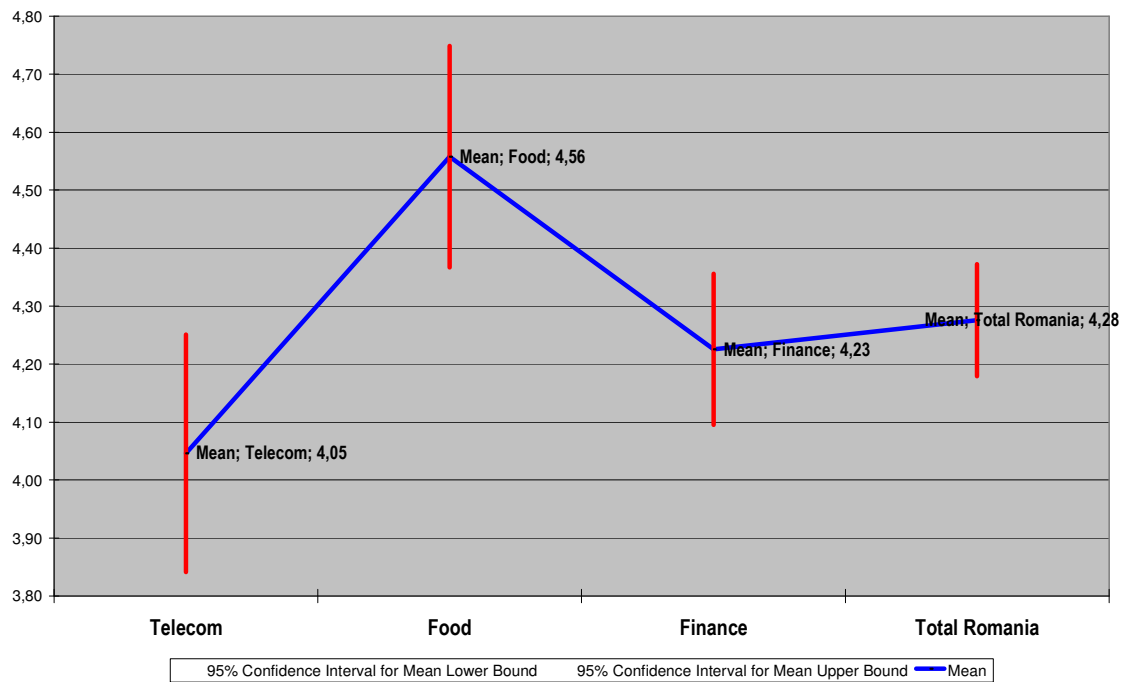


## Autonomous leadership

Definition and composition of *Autonomous:* refers to independent and individualistic leadership. It includes one single primary leadership subscale labelled (a) autonomous. (House et al., 2004. p. 675)

Generally speaking, Autonomous leadership is also not a highly valued behaviour in the world, most of the countries scores around the neutral 4 grade of the scale, the highest score is still relatively low (Russia – 4,63. Therefore the understanding of the meaning of the scores is the following (again): the higher the score, the most autonomous leadership is tolerated (still acceptable) as behaviour of the outstanding superiors.

Romanian middle managers score low (3,50) on Autonomous leadership with a relative disagreement (st.dev = 1,28). This score is a low one compared to other Eastern-European countries (just, Hungary is lower – 3,23 - see below), and the 14th *lowest* in the world, reflecting that Romanian middle-managers are among those who relatively do not tolerate Autonomous leaders.

*Table 54. Autonomous second-order leadership variable in Romania (n=354)*

| Autonomous | Mean | Standard Deviation |
|---|---|---|
| Autonomous | **3,5** | **1,28** |
| Autonomous | 3,5 | 1,28 |

*Table 55. Industrial differences - Autonomous second-order leadership variable in Romania (n=354)*

| Autonomous | Mean | Standard Deviation |
|---|---|---|
| Romania – overall | 3,5 | 1,28 |
| Finance (n = 182) | 3,45 | 1,27 |
| Food processing (n = 96) | 3,66 | 1,39 |
| Telecommunication (n = 76) | 3,41 | 1,15 |

Research data shows that the autonomous leader is mostly tolerated in the Food sector (3,66), least in the Telecommunication and media industry (3,41), with and Finance is in-between (3,45) (see Figure 37.). The ANOVA test shows however, that these industrial differences are not significant (F=1,0332). (see Table 56.)

*Figure 37. Industrial differences on Autonomous leadership variable*
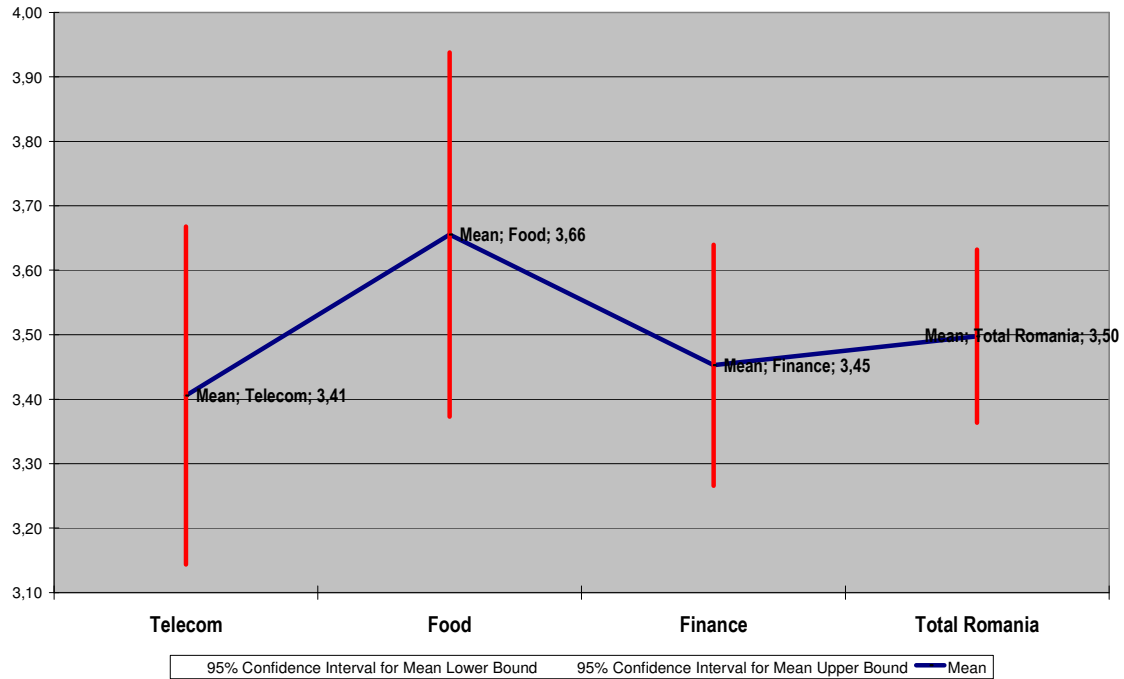


*Table 56. ANOVA test of industrial differences of Autonomous leadership variable*

|  |  | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Autonomous | Between Groups | 3,3987 | 2 | 1,6993 | 1,0332 | 0,3569 |
|  | Within Groups | 575,6272 | 350 | 1,6446 |  |  |
|  | Total | 579,0258 | 352 |  |  |  |

## 3.3. Regional Leadership differences in Romania

Below we shortly present the regional differences of the second-order leadership variables in the four major regions of Romania, namely Muntenia-Oltenia, Transilvania, Banat-Crisana, and Moldova.

59

## Charismatic / Value based leadership

*Table 57. Descriptive statistics of regional differences of Charismatic / Value based second-order leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 46 | 6,1539 | 0,5248 | 0,0774 | 5,998 | 6,3097 | 4,39 | 6,94 |
| Transilvania | 152 | 5,9899 | 0,6966 | 0,0565 | 5,8783 | 6,1015 | 1,67 | 7 |
| Banat-Crisana | 84 | 6,0638 | 0,6437 | 0,0702 | 5,9241 | 6,2035 | 4,16 | 7 |
| Moldova | 72 | 6,0401 | 0,502 | 0,0592 | 5,9221 | 6,158 | 4,29 | 7 |
| Total Romania | 354 | 6,0389 | 0,6275 | 0,0333 | 5,9734 | 6,1045 | 1,67 | 7 |

Figure 38. displays the charismatic/value based leadership differences among the four major geographic regions: Muntenia-Oltenia scores highest (6,15), Transilvania lowest (5,99), Banat-Crisana (6,06) and Moldova (6,04) scores almost the same in-between. However the regional differences are not significant. (See Table 58)

*Figure 38.  Regional difference on Charismatic / Values based leadership in Romania*



*Table 58. ANOVA test of regional differences of Charismatic / Value based second-order leadership variable*

| Charismatic/ Value based | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 1,03 | 3 | 0,3417 | 0,867 | 0,4583 |
| Within Groups | 137,96 | 350 | 0,3942 | | |
| Total | 138,98 | 353 | | | |

## Team oriented leadership

*Table 59. Descriptive statistics of regional differences of team oriented second-order leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 46 | 6,3397 | 0,545 | 0,0804 | 6,1779 | 6,5015 | 3,99 | 6,95 |
| Transilvania | 152 | 6,1055 | 0,6286 | 0,051 | 6,0047 | 6,2062 | 1,92 | 7 |
| Banat-Crisana | 84 | 6,1572 | 0,5419 | 0,0591 | 6,0395 | 6,2748 | 4,43 | 6,88 |
| Moldova | 72 | 6,0171 | 0,5858 | 0,069 | 5,8794 | 6,1547 | 3,72 | 7 |
| Total Romania | 354 | 6,1302 | 0,5947 | 0,0316 | 6,068 | 6,1923 | 1,92 | 7 |

Figure 39 displays the Team oriented leadership differences among the four major geographic regions: Muntenia-Oltenia scores highest (6,34), Moldova scores lowest (6,02), Banat-Crisana (6,16) and Transilvania (6,12) scores almost the same in-between. The regional differences are significant on a <0,05 level (F=2,9652) (See Table 60)

*Figure 39. Regional difference on Team oriented leadership in Romania*



*Table 60. ANOVA test of regional differences of Charismatic / Value based second-order leadership variable*

| Team Oriented | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 3,09 | 3 | 1,0316 | 2,9652 | 0,0321 |
| Within Groups | 121,77 | 350 | 0,3479 | | |
| Total | 124,86 | 353 | | | |

## Self-Protective leadership

*Table 60. Descriptive statistics of regional differences of Self-Protective second-order leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 47 | 3,8792 | 0,6836 | 0,0997 | 3,6785 | 4,0799 | 1,93 | 7 |
| Transilvania | 153 | 3,6074 | 0,6437 | 0,052 | 3,5045 | 3,7102 | 2,04 | 5,35 |
| Banat-Crisana | 84 | 3,6356 | 0,7976 | 0,087 | 3,4625 | 3,8087 | 1,8 | 5,68 |
| Moldova | 72 | 3,7043 | 0,6968 | 0,0821 | 3,5406 | 3,868 | 2,27 | 5,8 |
| Total Romania | 356 | 3,6695 | 0,7013 | 0,0372 | 3,5964 | 3,7426 | 1,8 | 7 |

Figure 40. displays the Self-Protective leadership differences among the four major geographic regions: Muntenia-Oltenia scores highest (3,88), Transilvania lowest (3,61), Banat-Crisana (3,64) and Moldova (3,70) scores almost the same in-between. However the regional differences are not significant. (See Table 61)

*Figure 40. Regional difference on Self-Protective leadership in Romania*
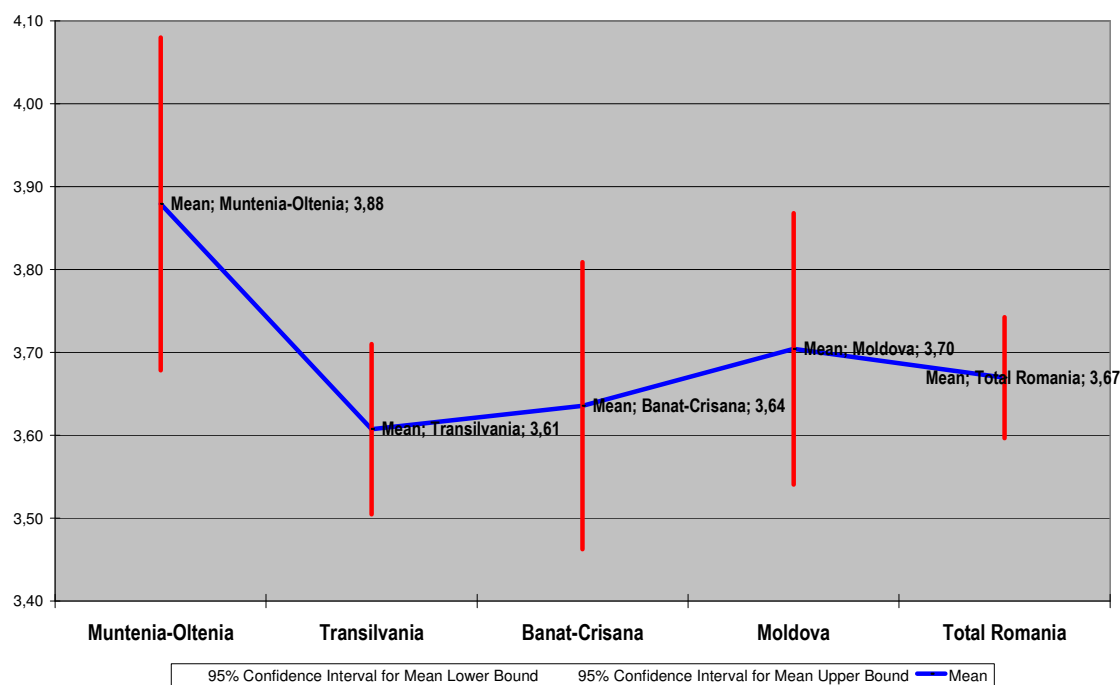


*Table 61.: ANOVA test of regional differences of Self-Protective second-order leadership variable*

| Self-Protective | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 2,84 | 3 | 0,94703 | 1,9409 | 0,1226 |
| Within Groups | 171,75 | 352 | 0,48793 | | |
| Total | 174,59 | 355 | | | |

## Participative leadership

*Table 62. Descriptive statistics of regional differences of Charismatic / Value based second-order leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 46 | 4,8152 | 1,0282 | 0,1516 | 4,5099 | 5,1205 | 2,71 | 7 |
| Transilvania | 152 | 4,9811 | 1,0747 | 0,0872 | 4,8089 | 5,1533 | 2,08 | 7 |
| Banat-Crisana | 84 | 5,0139 | 0,9244 | 0,1009 | 4,8133 | 5,2145 | 2,88 | 6,79 |
| Moldova | 72 | 4,588 | 1,0379 | 0,1223 | 4,3441 | 4,8319 | 2,04 | 7 |
| Total Romania | 354 | 4,8874 | 1,0358 | 0,0551 | 4,7791 | 4,9956 | 2,04 | 7 |

Figure 41displays the Participative leadership differences among the four major geographic regions: Banat-Crisana scores highest (6,15), Transilvania is a close second (4,98), Muntenia-Oltenia scores medium (4,82) and Moldova scores lowest (4,59) scores almost the same in-between. The regional differences are significant on a <0,05 level (F=2,9606) (See Table 63)

*Figure 41.  Regional difference on Participative leadership in Romania*
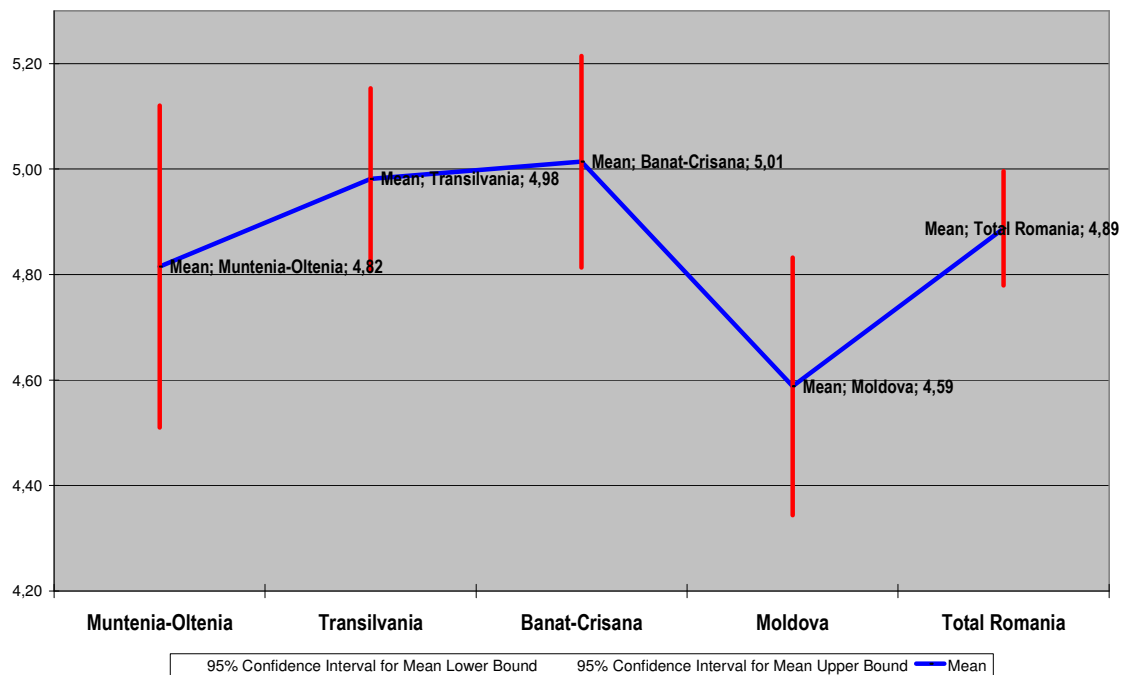


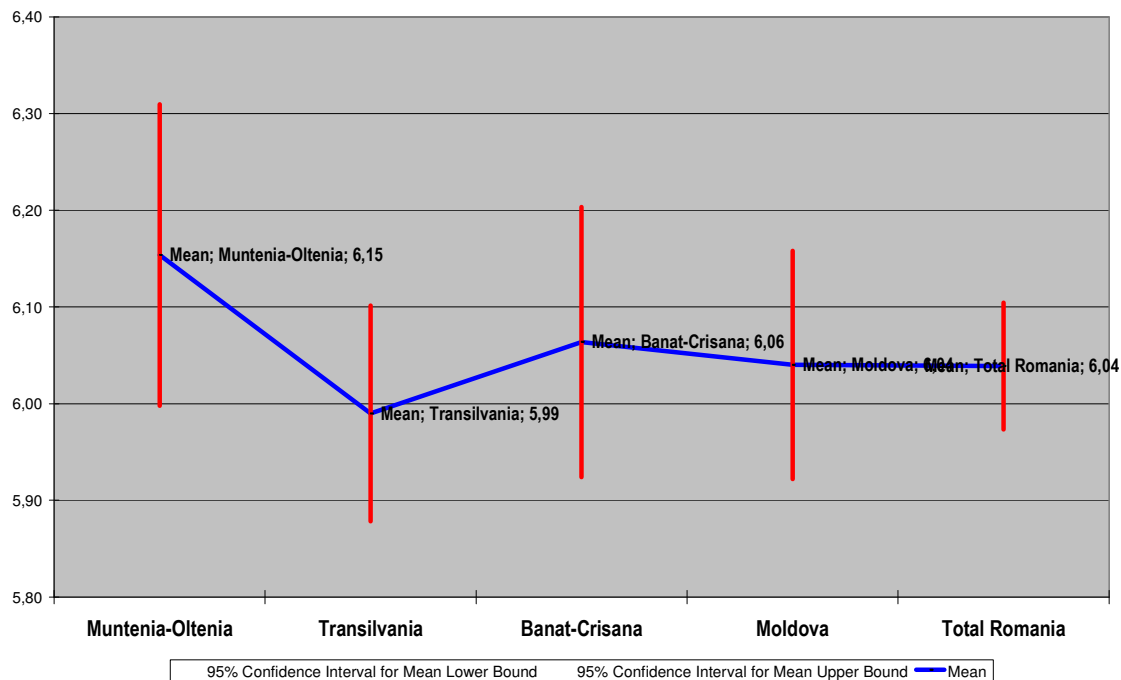*Table 63. ANOVA test of regional differences of Charismatic / Value based second-order leadership variable*

| Participative | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 9,37 | 3 | 3,1245 | 2,9606 | 0,0323 |
| Within Groups | 369,38 | 350 | 1,0554 | | |
| Total | 378,75 | 353 | | | |

## Humane oriented leadership

*Table 64. Descriptive statistics of regional differences of Humane oriented second-order leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 46 | 5,038 | 0,9803 | 0,1445 | 4,7469 | 5,3292 | 3,25 | 6,75 |
| Transilvania | 152 | 4,8487 | 0,9823 | 0,0797 | 4,6913 | 5,0061 | 2,5 | 7 |
| Banat-Crisana | 84 | 4,9301 | 1,0523 | 0,1148 | 4,7017 | 5,1584 | 2 | 6,75 |
| Moldova | 72 | 4,8073 | 0,8283 | 0,0976 | 4,6126 | 5,0019 | 2,63 | 6,88 |
| Total Romania | 354 | 4,8842 | 0,969 | 0,0515 | 4,7829 | 4,9855 | 2 | 7 |

Figure 42. displays the Humane oriented leadership differences among the four major geographic regions: Muntenia-Oltenia scores highest (5,04), Moldova lowest (4,81), Banat-Crisana (4,93) and Transilvania (4,85) scores almost the same in-between. However the regional differences are not significant. (See Table 65).

*Figure 42.  Regional difference on Humane oriented leadership in Romania*
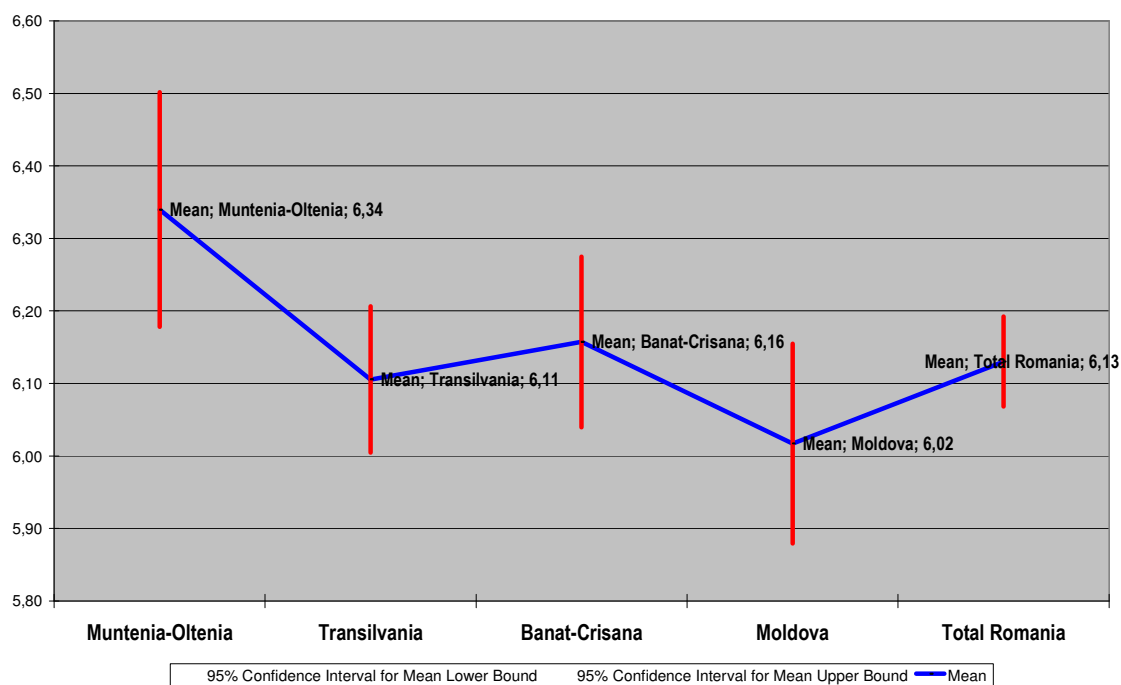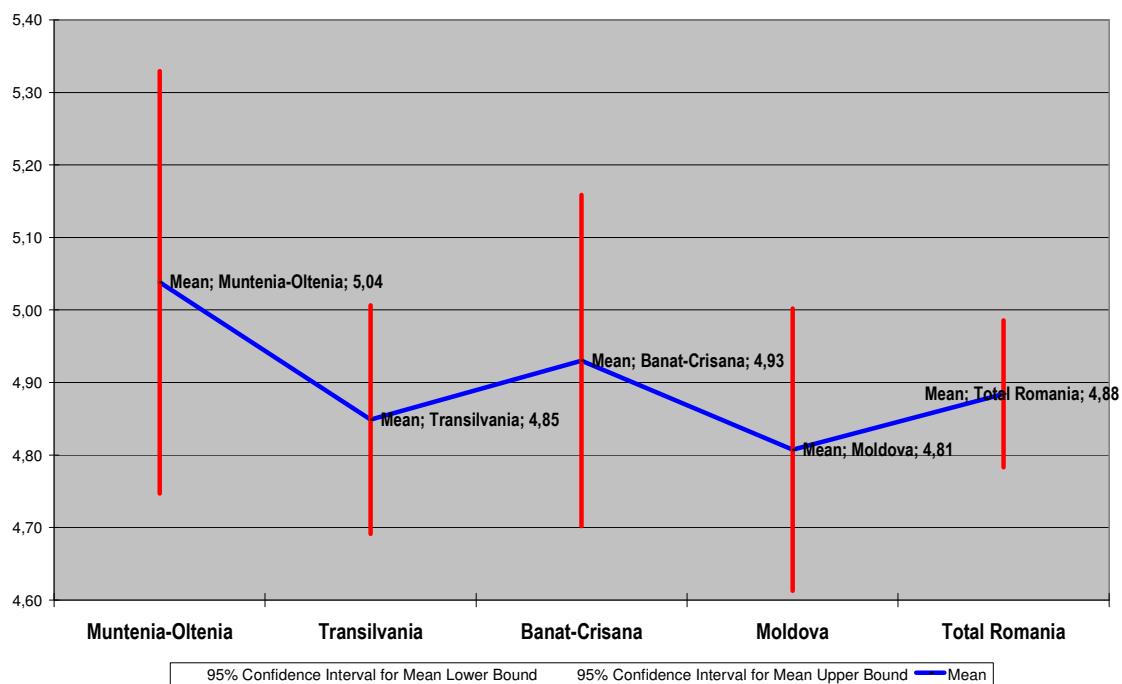


*Table 65. ANOVA test of regional differences of Charismatic / Value based second-order leadership variable*

| Humane | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 1,88 | 3 | 0,6277 | 0,6665 | 0,5731 |
| Within Groups | 329,59 | 350 | 0,9417 | | |
| Total | 331,47 | 353 | | | |

## Autonomous leadership

*Table 66. Descriptive statistics of regional differences of Autonomous leadership variable*

| | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|
| Muntenia-Oltenia | 46 | 3,6359 | 1,3163 | 0,1941 | 3,245 | 4,0267 | 1,25 | 7 |
| Transilvania | 151 | 3,4365 | 1,1547 | 0,094 | 3,2509 | 3,6222 | 1,25 | 7 |
| Banat-Crisana | 84 | 3,5437 | 1,5419 | 0,1682 | 3,209 | 3,8783 | 1 | 7 |
| Moldova | 72 | 3,4838 | 1,1991 | 0,1413 | 3,202 | 3,7656 | 1 | 6,25 |
| Total Romania | 353 | 3,4976 | 1,2826 | 0,0683 | 3,3634 | 3,6319 | 1 | 7 |

Figure 43 displays Autonomous leadership differences among the four major geographic regions: Muntenia-Oltenia scores highest (3,64), Transilvania lowest (3,44), Banat-Crisana (3,54) and Moldova (3,48) scores almost the same in-between. However the regional differences are not significant, and show a relatively broad confidence interval in almost all cases. (SeeTable 67)

*Figure 43.  Regional difference on Autonomous leadership in Romania*
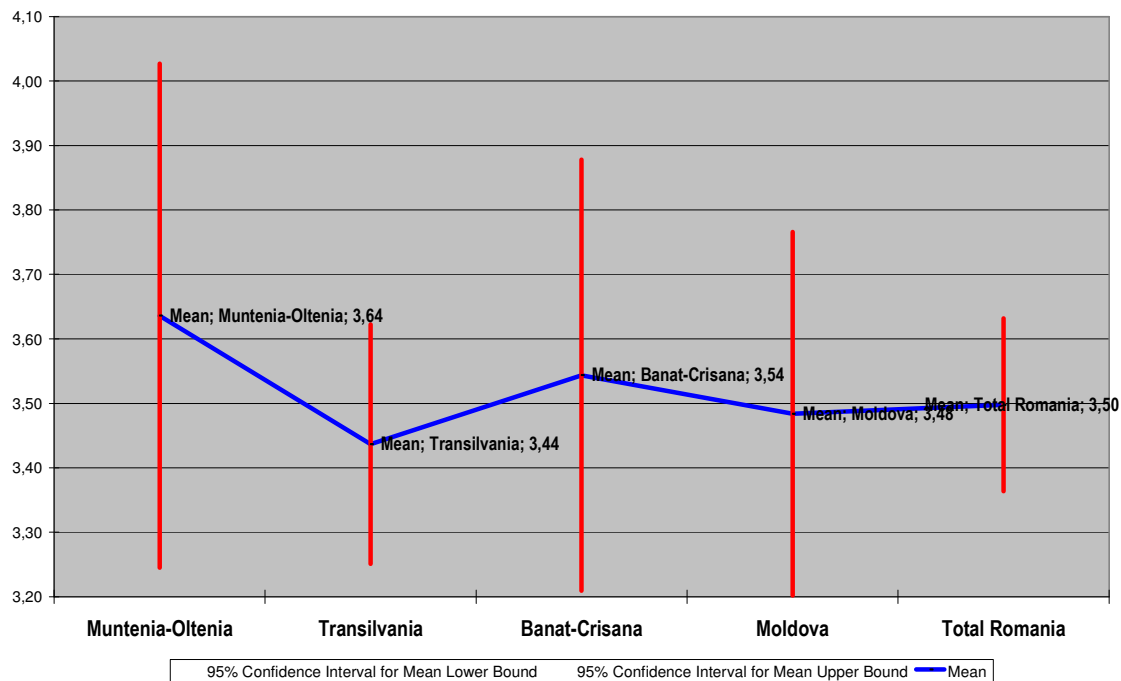


*Table 67. ANOVA test of regional differences of Autonomous leadership variable*

| Autonomous | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Between Groups | 1,63 | 3 | 0,5448 | 0,3293 | 0,8042 |
| Within Groups | 577,39 | 349 | 1,6544 | | |
| Total | 579,03 | 352 | | | |

## 3.4. Comparing Leadership to the world and Eastern European countries

The leadership profile of the ten cultural clusters are summarized in Table 68.

**Table 68. Leadership CILT Scores for Societal Clusters**

| | CILT Leadership Dimensions | | | | | |
|---|---|---|---|---|---|---|
| **Societal clusters** | Charismatic/Value Based | Team Oriented | Participative | Humane Oriented | Autonomous | Self Protective |
| Eastern Europe | 5,74 | 5,88 | 5,08 | 4,76 | 4,20 | 3,67 |
| Latin America | 5,99 | 5,96 | 5,42 | 4,85 | 3,51 | 3,62 |
| Latin Europe | 5,78 | 5,73 | 5,37 | 4,45 | 3,66 | 3,19 |
| Confucian Asia | 5,63 | 5,61 | 4,99 | 5,04 | 4,04 | 3,72 |
| Nordic Europe | 5,93 | 5,77 | 5,75 | 4,42 | 3,94 | 2,72 |
| Anglo | 6,05 | 5,74 | 5,73 | 5,08 | 3,82 | 3,08 |
| Sub-Saharan Africa | 5,79 | 5,70 | 5,31 | 5,16 | 3,63 | 3,55 |
| Southern Asian | 5,97 | 5,86 | 5,06 | 5,38 | 3,99 | 3,83 |
| Germanic Europe | 5,93 | 5,62 | 5,86 | 4,71 | 4,16 | 3,03 |
| Arabic (Middle-East) | 5,35 | 5,47 | 4,97 | 4,80 | 3,68 | 3,79 |
| World average | 5,82 | 5,73 | 5,35 | 4,87 | 3,86 | 3,42 |
| Standard deviation | 0,209 | 0,145 | 0,334 | 0,305 | 0,238 | 0,384 |

**Source: House et al, 2004, p. 680., with some modification**

Ranking clusters by their respective absolute leadership scores, and developing high-medium-low categories for each dimension Table 68 summarizes the rankings.

Based on the data presented in Table 68 GLOBE team concluded, that two out of the six composite leadership variables seem to show universality (expected from effective leaders in practically all cultures): *Charismatic/Value Based* and *Team oriented.* Concerning the first-order variables integrity, Visionary charismatic, inspirational charismatic, benevolent, decisive, diplomatic, administrative competence, team integrator, and performance oriented seem to be universally endorsed (expected) as contributing to outstanding leadership, regardless which culture are we examining.

**Table 69. Ranking of Societal Clusters Using Absolute CILT Scores**

| | Charismatic/ Value Based | Team Oriented | Participative | Humane Oriented | Autonomous | Self Protective |
|---|---|---|---|---|---|---|
| higher | Anglo, Latin America, Southern Asia, Germanic Europe, Nordic Europe | Latin America | Germanic Europe, Nordic Europe, Anglo | Southern Asia, Sub-Sahara Asia, Anglo | Eastern European, Germanic Europe, Confucian Asia, Southern Asia, Nordic Europe, Anglo, Arabic, Latin Europe, Sub-Sahara Africa, Latin America | Southern Asia, Arabic, Confucian Asia, Eastern Europe |
| medium | Sub-Sahara Africa, Latin Europe, Eastern Europe, Confucian Asia | Eastern European, Southern Asia, Nordic Europe, Anglo, Sub-Sahara Africa, Germanic Europe, Confucian Asia | Latin America, Latin Europe, Sub-Sahara Africa | Confucian Asia, Latin America, Middle East, Eastern Europe, Germanic Europe | | Latin America, Sub-Sahara Africa, Latin Europe |
| lower | Arabic | Arabic | Eastern Europe, Southern Asia, Confucian Asia, Arabic | Latin Europe, Nordic Europe | | Anglo, Germanic Europe, Nordic Europe |

**Source: House et al, 2004, p. 681.**

Now let's compare GLOBE Romania leadership results to Eastern-European countries leadership profile. Table 29. contains leadership scores for the eight Eastern-European cluster countries (Bakacsi et al., 2002), East Germany data referred from (Szabo et al., 2002).

*Table 70. Second-order Leadership Scores for Eastern European countries*

| Eastern European countries | Secon-order Leadership Dimensions | | | | | |
|---|---|---|---|---|---|---|
| | Charismatic/ Value Based | Team Oriented | Participative | Humane Oriented | Autono-mous | Self Protec-tive |
| Albania | 5,79 | 5,94 | 4,5 | 5,24 | 3,98 | 4,62 |
| Georgia | 5,65 | 5,85 | 4,88 | 5,61 | 4,57 | 3,89 |
| Greece | 6,01 | 6,12 | 5,81 | 5,16 | 3,98 | 3,49 |
| Hungary | 5,91 | 5,91 | 5,22 | 4,73 | 3,23 | 3,24 |
| Kazakhstan | 5,54 | 5,73 | 5,1 | 4,26 | 4,58 | 3,35 |
| Poland | 5,67 | 5,98 | 5,04 | 4,56 | 4,34 | 3,52 |
| Russia | 5,66 | 5,63 | 4,67 | 4,08 | 4,63 | 3,69 |
| Slovenia | 5,69 | 5,91 | 5,42 | 4,44 | 4,28 | 3,61 |
| Eastern European cluster average | 5,74 | 5,88 | 5,08 | 4,76 | 4,20 | 3,67 |
| Standard deviation | 0,154 | 0,151 | 0,417 | 0,530 | 0,467 | 0,430 |
| Germany, East | 5,84 | 5,49 | 5,88 | 4,44 | 4,3 | 2,96 |
| GLOBE-Romania | 6,04 | 6,13 | 4,89 | 4,88 | 3,49 | 3,67 |

**Sources: (Bakacsi et al, 2002), (Szabo et al, 2002)**

Some concluding remarks on the data presented in Table 70:

- East Germany (although culturally belongs to the Germanic cluster) does not show substantial difference from the other Eastern-European countries (or their average scores). Only the low score of Self-protective seems to differ significantly from the cluster average.

- Similarly Romania also shows quite strong similarity to the Eastern-European profile. However, it is worthwhile to mention, that Charismatic / Value based and Team Oriented leadership scores significantly higher that the Eastern-European cluster average scores, and autonomous scores significantly lower.

Finally lets present a web-charts comparing outstanding leadership profile of Romania to the Eastern-European cluster profile (Figure 44):

*Figure 44. Comparison of Romanian outstanding leadership profile to the Eastern-European cluster average (societal values)[22]*

---
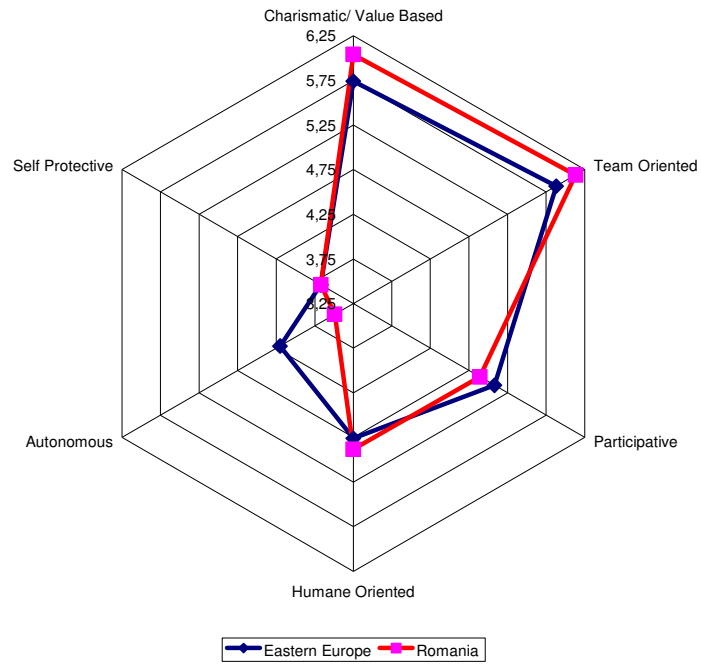
[22] Please notice, that in order to make the differences more tangible the scale of web chart spreads from 3 to 6.5.

# 4. REFERENCES:

1) Bakacsi, Gy. et al: Eastern European cluster: tradition and transition, *Journal of World Business*, 2002. (Vol. 37., No. 1.), pp. 69-80.

2) Bakacsi, Gy. : Culture: Asset or Liability? in: Bota, Anton Florin (ed.),  Integration and Globalization. Vol. 1. Pitesti, 2005. pp: 35-44.

3) Bakacsi, Gy.: Leadership and cultural variation. in: Gică, Ioan Adriana (ed.): The Impact of European Integration on the National Economy. The Proceedings of the International Conference, Cluj-Napoca, 2005. pp. 248-256.

4) Catana Doina, Catana A.: Aspects of transformation of corporate cultures in Romania, Wandel von Unternehmenskulturen in Ostdeutschland und Osteuropa, Vergal,1996. pp.195-208

5) Catana, A., Catana D.. Romanian cultural background and its relevance for cross cultural management. Journal for East European Management Studies, vol. 4 (1999), nr. 3, pp. 252-258

6) Gupta, V., Hanges, P., & Dorfman, P. (2002): Cultural clusters: Methodology and findings. Journal of World Business, Vol. 37, No. 1. pp. 11-15.

7) Hanges, P.J. – Dickson, M.W. – Sipe, M.T. (2004): Rational for GLOBE Statistical analysis. Societal Rankings and Test of Hypothesis. (in: House et al, 2004. pp. 219-221.

8) Hofmeister, Á. - Bauer, A. (1995) A magyar marketing vezetõk helye a nemzetközi kulturális térké-pen (Positioning Hungarian marketing managers on world cultural map)', Vezetéstudomány, No. 6.

9) Hofstede, G (1993): Cultural constraints in management theories. Academy of Management Executive. Vol. 7, No.1. pp: 81-93.

10) House, R. J. - Hanges, P. J. - Javidan, M. - Dorfman, P. W. - Gupta, V. (eds.) (2004): Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, (Vol. 1), 2004. Thousand Oaks, CA: Sage

11) Szabo, E. – Brodbeck, F. – Den Hartog, D.N. – Reber, G. – Weibler, J. – Wunderer, R.: The Germanic Europe cluster: where employees have a voice. *Journal of World Business*, 2002. (Vol. 37., No. 1.), pp. 55-68.

12) Varga, K. (1986) Az emberi és szervezeti erõforrás fejlesztése (Human and Organizational resource Development), Budapest: Akademia Publishers.

# 5. APPENDICES

## *Appendix 1.  Consortium Participants listed by Alphabetic order*

Senior Associate Professor Dr. Bakacsi Gyula (Sapientia University, Miercurea-Ciuc)

Professor Dr. Gheorghe Alexandru Catană (Technical University of Cluj-Napoca)

Professor Dr. Doina Catană (Technical University of Cluj-Napoca)

Junior Associate Professor Dr. Gheorghe Bălan (Piteşti University)

Assistant Professor Gabriel Bîzoi (The Vest University of Timişoara)

Professor Dr. Nicolae Bibu Aurelian (The Vest University of Timişoara)

Professor Dr. Viorel Bucur (Piteşti University)

Junior Associate Professor Casian-Valentin Butaci (Agora University of Oradea)

Assistant Professor Buzogány Ágnes (Sapientia University, Miercurea-Ciuc)

Assistant Professor Alexandru Căpăţână University "Dunărea de Jos" of Galaţi)

Professor Dr. Emil Cazan (The Vest University of Timişoara)

Senior Associate Professor Dr. Lucian Chiriac (Petru Maior University, Tîrgu-Mureş)

Junior Associate Professor Liviu Ciucan-Rusu (Petru Maior University, Tîrgu-Mureş)

Assistant Professor Delia-Ştefania Ciurba (Agora University of Oradea)

Assistant Professor Cătălin Ioan Clipa ("Alexandru Ioan Cuza" University of Iaşi)

Assistant Professor Anca Constantinescu- Dobra (Technical University of Cluj-Napoca)

Junior Associate Professor Dr. Mirela Cristea (University of Craiova)

Assistant Professor Radu-Cătălin Criveanu (University of Craiova)

Professor Dr. Ion Criveanu (University of Craiova)

Professor Dr. Maria Criveanu     (University of Craiova)

Teaching Assistant Csata Andrea (Sapientia University, Miercurea-Ciuc)

Junior Associate Professor Dr. Raluca Drăcea (University of Craiova)

Senior Associate Professor Ioan Dziţac (Agora University of Oradea)

<mark>student</mark> Simona-Mirela Dziţac(Agora University of Oradea)

Junior Associate Professor Dr. George Enescu (Petroleum-Gas University of Ploieşti)

Junior Associate Professor Loredana-Florentina Galea (Agora University of Oradea)

Professor Dr. Gheorghe Ionescu (The Vest University of Timişoara)

Professor Dr. Ion Iarca (Petroleum-Gas University of Ploieşti)

Junior Associate Professor Kolumbán Gábor (Sapientia University, Miercurea-Ciuc)

Assistant Professor Lázár Ede (Sapientia University, Miercurea-Ciuc)

Professor Dr. Liviu Onoviu Marian (Petru Maior University, Tîrgu-Mureş)

Teaching Assistant Nagy István (Sapientia University, Miercurea-Ciuc)

Junior Associate Professor Dr. Ştefan Andrei Neştian ("Alexandru Ioan Cuza" University of Iaşi)

Professor Dr. Panaite Nica ("Alexandru Ioan Cuza" University of Iaşi)

Senior Associate Professor Rozalia Nistor (University "Dunărea de Jos" of Galaţi)

Professor Dr. Adriana Olaru (University "Dunărea de Jos" of Galaţi)

Professor Dr. Constantin Oprean ("Lucian Blaga" University from Sibiu)

Professor Dr. Ioan Petrişor (The Vest University of Timişoara)

Junior Associate Professor Dr. Bogdana Pop (Agora University of Oradea)

Senior Associate Professor Dr. Cătălin Popescu (Petroleum-Gas University of Ploieşti)

Junior Associate Professor Sánduly Edit (Sapientia University, Miercurea-Ciuc)

Senior Associate Professor Elena Sărătean (The Vest University of Timişoara)

Junior Associate Professor Dr. Daniela Ştefănescu (Petru Maior University, Tîrgu-Mureş)

Junior Associate Professor Dr. Szabó     Árpád (Sapientia University, Miercurea-Ciuc)

Senior Associate Professor Dr. Zsuzsanna Szabó (Petru Maior University, Tîrgu-Mureş)

<mark>Tankó   Zoltán</mark> (Sapientia University, Miercurea-Ciuc)

Senior Associate Professor Dr. Mihail Țîțu ("Lucian Blaga" University from Sibiu)
Senior Associate Professor Silvia Vlad (The Vest University of Timişoara)


## *Consortium Participants listed by their Universities (Sub-project teams)*

**Petroleum-Gas University of Ploieşti**
Senior Associate Professor Dr. Cătălin Popescu (sub-project director)
Junior Associate Professor Dr. George Enescu
Professor Dr. Ion Iarca


**University of Craiova**
Professor Dr. Ion Criveanu (sub-project director)
Professor Dr. Maria Criveanu
Junior Associate Professor Dr. Raluca Drăcea
Assistant Professor Radu-Cătălin Criveanu
Junior Associate Professor Dr. Mirela Cristea


**Piteşti University**
Professor Dr. Viorel Bucur (sub-project director)
Junior Associate Professor Dr. Gheorghe Bălan


**"Lucian Blaga" University from Sibiu**
Senior Associate Professor Dr. Mihail Țîțu (sub-project director)
Professor Dr. Constantin Oprean


**"Alexandru Ioan Cuza" University of Iaşi**
Professor Dr. Panaite Nica (sub-project director)
Junior Associate Professor Dr. Ştefan Andrei Neştian
Assistant Professor Cătălin Ioan Clipa


**Technical University of Cluj-Napoca**
Professor Dr. Gheorghe Alexandru Catană (sub-project director)
Professor Dr. Doina Catană
Assistant Professor Anca Constantinescu- Dobra


**University "Dunărea de Jos" of Galați**
Professor Dr. Adriana Olaru (sub-project director)
Assistant Professor Alexandru Căpățână
Senior Associate Professor Rozalia Nistor


**Agora University of Oradea**
Junior Associate Professor Casian-Valentin Butaci
Junior Associate Professor Loredana-Florentina Galea
Assistant Professor Delia-Ştefania Ciurba
Senior Associate Professor Ioan Dzițac (sub-project director)
student Simona-Mirela Dzițac
Junior Associate Professor Dr. Bogdana Pop


**Petru Maior University, Tîrgu-Mureş**

Senior Associate Professor Dr. Lucian Chiriac (sub-project director)
Junior Associate Professor Liviu Ciucan-Rusu
Professor Dr. Liviu Onoviu Marian
Junior Associate Professor Dr. Daniela Ştefănescu
Senior Associate Professor Dr. Zsuzsanna Szabó

**The Vest University of Timişoara**
Assistant Professor Gabriel Bîzoi
Senior Associate Professor Elena Sărătean
Senior Associate Professor Silvia Vlad
Professor Dr. Ioan Petrişor
Professor Dr. Nicolae Bibu Aurelian (sub-project director)
Professor Dr. Emil Cazan
Professor Dr. Gheorghe Ionescu

**Sapientia University, Miercurea-Ciuc**
Senior Associate Professor Dr. Bakacsi Gyula (sub-project director)
Junior Associate Professor Sánduly Edit
Assistant Professor Buzogány Ágnes
Junior Associate Professor Dr. Szabó Árpád
Teaching Assistant Csata Andrea
Junior Associate Professor Kolumbán Gábor
Teaching Assistant Nagy István
Tankó   Zoltán
Assistant Professor Lázár Ede

**Appendix 2.**

## *Descriptive statistics of industrial differences of second order leadership variables*

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| Charismatic/Value based | Telecom | 76 | 5,96 | 0,59 | 0,07 | 5,83 | 6,10 | 4,21 | 7,00 |
| | Food | 96 | 6,02 | 0,60 | 0,06 | 5,90 | 6,14 | 3,69 | 7,00 |
| | Finance | 182 | 6,08 | 0,65 | 0,05 | 5,99 | 6,18 | 1,67 | 7,00 |
| | Total Romania | 354 | 6,04 | 0,63 | 0,03 | 5,97 | 6,10 | 1,67 | 7,00 |
| Team Oriented | Telecom | 76 | 6,02 | 0,59 | 0,07 | 5,89 | 6,15 | 4,43 | 6,97 |
| | Food | 96 | 6,17 | 0,52 | 0,05 | 6,06 | 6,28 | 4,43 | 6,83 |
| | Finance | 182 | 6,16 | 0,63 | 0,05 | 6,06 | 6,25 | 1,92 | 7,00 |
| | Total Romania | 354 | 6,13 | 0,59 | 0,03 | 6,07 | 6,19 | 1,92 | 7,00 |
| Self-Protective | Telecom | 78 | 3,59 | 0,78 | 0,09 | 3,41 | 3,77 | 1,80 | 7,00 |
| | Food | 96 | 3,90 | 0,77 | 0,08 | 3,74 | 4,06 | 2,42 | 5,68 |
| | Finance | 182 | 3,58 | 0,59 | 0,04 | 3,50 | 3,67 | 1,93 | 5,80 |
| | Total Romania | 356 | 3,67 | 0,70 | 0,04 | 3,60 | 3,74 | 1,80 | 7,00 |
| Participative | Telecom | 76 | 3,22 | 1,15 | 0,13 | 2,96 | 3,48 | 1,21 | 5,58 |
| | Food | 96 | 3,19 | 1,00 | 0,10 | 2,99 | 3,40 | 1,00 | 5,50 |
| | Finance | 182 | 3,02 | 1,00 | 0,07 | 2,88 | 3,17 | 1,00 | 5,96 |
| | Total Romania | 354 | 3,11 | 1,04 | 0,06 | 3,00 | 3,22 | 1,00 | 5,96 |
| Humane | Telecom | 76 | 4,75 | 0,91 | 0,10 | 4,54 | 4,96 | 2,88 | 6,75 |
| | Food | 96 | 5,00 | 1,05 | 0,11 | 4,79 | 5,22 | 2,50 | 6,75 |
| | Finance | 182 | 4,88 | 0,94 | 0,07 | 4,74 | 5,01 | 2,00 | 7,00 |
| | Total Romania | 354 | 4,88 | 0,97 | 0,05 | 4,78 | 4,99 | 2,00 | 7,00 |
| Autonomous | Telecom | 76 | 3,41 | 1,15 | 0,13 | 3,14 | 3,67 | 1,50 | 6,33 |
| | Food | 96 | 3,66 | 1,39 | 0,14 | 3,37 | 3,94 | 1,00 | 7,00 |
| | Finance | 181 | 3,45 | 1,27 | 0,09 | 3,27 | 3,64 | 1,00 | 7,00 |
| | Total Romania | 353 | 3,50 | 1,28 | 0,07 | 3,36 | 3,63 | 1,00 | 7,00 |

**Appendix 3.**

## *ANOVA test of industrial differences of second-order leadership variables*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic/Value based | Between Groups | 0,8114 | 2 | 0,4057 | 1,030639 | 0,357856 |
| | Within Groups | 138,1718 | 351 | 0,3937 | | |
| | Total | 138,9832 | 353 | | | |
| Team Oriented | Between Groups | 1,1963 | 2 | 0,5981 | 1,697649 | 0,184614 |
| | Within Groups | 123,6672 | 351 | 0,3523 | | |
| | Total | 124,8634 | 353 | | | |
| Self-protective | Between Groups | 7,0761 | 2 | 3,5381 | 7,455687 | 0,000674 |
| | Within Groups | 167,5149 | 353 | 0,4745 | | |
| | Total | 174,5910 | 355 | | | |
| Participative | Between Groups | 2,9226 | 2 | 1,4613 | 1,364763 | 0,256793 |
| | Within Groups | 375,8272 | 351 | 1,0707 | | |
| | Total | 378,7497 | 353 | | | |
| Humane | Between Groups | 2,6913 | 2 | 1,3456 | 1,43659 | 0,239131 |
| | Within Groups | 328,7789 | 351 | 0,9367 | | |
| | Total | 331,4702 | 353 | | | |
| Autonomous | Between Groups | 3,3987 | 2 | 1,6993 | 1,033246 | 0,356933 |
| | Within Groups | 575,6272 | 350 | 1,6446 | | |
| | Total | 579,0258 | 352 | | | |

**Appendix 4.**

## *ANOVA test of industrial differences of first-order leadership variables*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic I. – Visionary | Between Groups | 2,58583 | 2 | 1,2929 | 2,382448 | 0,093816 |
| | Within Groups | 190,4819 | 351 | 0,5427 | | |
| | Total | 193,0677 | 353 | | | |
| Charismatic II. – Ispirational | Between Groups | 0,136621 | 2 | 0,0683 | 0,122295 | 0,884925 |
| | Within Groups | 196,0587 | 351 | 0,5586 | | |
| | Total | 196,1953 | 353 | | | |
| Charismatic - Self sacrificial | Between Groups | 1,966816 | 2 | 0,9834 | 0,891743 | 0,410867 |
| | Within Groups | 387,0803 | 351 | 1,1028 | | |
| | Total | 389,0471 | 353 | | | |
| Integrity | Between Groups | 0,0932 | 2 | 0,0466 | 0,062835 | 0,939109 |
| | Within Groups | 260,3104 | 351 | 0,7416 | | |
| | Total | 260,4036 | 353 | | | |
| Decisive | Between Groups | 3,672491 | 2 | 1,8362 | 2,489914 | 0,084381 |
| | Within Groups | 258,8532 | 351 | 0,7375 | | |
| | Total | 262,5257 | 353 | | | |
| Performance oriented | Between Groups | 3,924123 | 2 | 1,9621 | 3,020335 | 0,050055 |
| | Within Groups | 228,0156 | 351 | 0,6496 | | |
| | Total | 231,9397 | 353 | | | |
| Team integrator | Between Groups | 1,552836 | 2 | 0,7764 | 1,549125 | 0,213883 |
| | Within Groups | 175,9205 | 351 | 0,5012 | | |
| | Total | 177,4733 | 353 | | | |
| Collaborative team orientation | Between Groups | 0,275731 | 2 | 0,1379 | 0,235599 | 0,790222 |
| | Within Groups | 205,3943 | 351 | 0,5852 | | |
| | Total | 205,67 | 353 | | | |
| Diplomatic | Between Groups | 0,58677 | 2 | 0,2934 | 0,48954 | 0,613326 |
| | Within Groups | 210,3569 | 351 | 0,5993 | | |
| | Total | 210,9437 | 353 | | | |
| Benevolent | Between Groups | 1,205734 | 2 | 0,6029 | 1,095592 | 0,335482 |
| | Within Groups | 193,1434 | 351 | 0,5503 | | |
| | Total | 194,3491 | 353 | | | |
| Administratively Competent | Between Groups | 9,574545 | 2 | 4,7873 | 6,852568 | 0,001204 |
| | Within Groups | 245,2121 | 351 | 0,6986 | | |
| | Total | 254,7866 | 353 | | | |
| Self-centered | Between Groups | 15,78376 | 2 | 7,8919 | 10,46132 | 3,86E-05 |
| | Within Groups | 264,7896 | 351 | 0,7544 | | |
| | Total | 280,5734 | 353 | | | |
| Status conscious | Between Groups | 2,298341 | 2 | 1,1492 | 0,725158 | 0,484987 |
| | Within Groups | 545,1426 | 344 | 1,5847 | | |
| | Total | 547,4409 | 346 | | | |
| Conflict inducer | Between Groups | 3,897777 | 2 | 1,9489 | 2,244506 | 0,107499 |
| | Within Groups | 304,7708 | 351 | 0,8683 | | |
| | Total | 308,6685 | 353 | | | |
| Face-saver | Between Groups | 13,23768 | 2 | 6,6188 | 3,868075 | 0,021795 |
| | Within Groups | 600,6121 | 351 | 1,7111 | | |
| | Total | 613,8497 | 353 | | | |
| Procedural | Between Groups | 12,2131 | 2 | 6,1066 | 7,389593 | 0,000718 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Within Groups | 291,7092 | 353 | 0,8264 | | |
| | Total | 303,9223 | 355 | | | |
| Non-participative | Between Groups | 2,235864 | 2 | 1,1179 | 0,798093 | 0,451019 |
| | Within Groups | 481,8596 | 344 | 1,4008 | | |
| | Total | 484,0954 | 346 | | | |
| Autocratic | Between Groups | 5,052774 | 2 | 2,5264 | 1,804323 | 0,166109 |
| | Within Groups | 491,465 | 351 | 1,4002 | | |
| | Total | 496,5178 | 353 | | | |
| Modest | Between Groups | 3,04094 | 2 | 1,5205 | 1,778255 | 0,170451 |
| | Within Groups | 300,1173 | 351 | 0,855 | | |
| | Total | 303,1582 | 353 | | | |
| Humane orientation | Between Groups | 4,537306 | 2 | 2,2687 | 1,335832 | 0,2643 |
| | Within Groups | 584,2177 | 344 | 1,6983 | | |
| | Total | 588,755 | 346 | | | |
| Autonomous | Between Groups | 3,398654 | 2 | 1,6993 | 1,033246 | 0,356933 |
| | Within Groups | 575,6272 | 350 | 1,6446 | | |
| | Total | 579,0258 | 352 | | | |

**Appendix 5.**

## *Descriptive statistics of regional differences of first order leadership variables*

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| Charismatic I. – Visionary | Muntenia-Oltenia | 46 | 6,1643 | 0,6780 | 0,1000 | 5,9629 | 6,3656 | 4,11 | 7 |
| | Transilvania | 152 | 6,0866 | 0,7376 | 0,0598 | 5,9684 | 6,2048 | 3 | 7 |
| | Banat-Crisana | 84 | 6,0222 | 0,8567 | 0,0935 | 5,8363 | 6,2081 | 4,2 | 7 |
| | Moldova | 72 | 6,0417 | 0,6347 | 0,0748 | 5,8925 | 6,1908 | 3,89 | 7 |
| | Total Romania | 354 | 6,0723 | 0,7395 | 0,0393 | 5,9950 | 6,1496 | 3 | 7 |
| Charismatic II. – Ispirational | Muntenia-Oltenia | 46 | 6,4783 | 0,4861 | 0,0717 | 6,3339 | 6,6226 | 4,88 | 7 |
| | Transilvania | 152 | 6,2344 | 0,7533 | 0,0611 | 6,1136 | 6,3551 | 1 | 7 |
| | Banat-Crisana | 84 | 6,1105 | 0,8894 | 0,0970 | 5,9175 | 6,3035 | 4,13 | 7 |
| | Moldova | 72 | 6,2624 | 0,6517 | 0,0768 | 6,1093 | 6,4155 | 3,13 | 7 |
| | Total Romania | 354 | 6,2424 | 0,7455 | 0,0396 | 6,1645 | 6,3203 | 1 | 7 |
| Charismatic - Self sacrificial | Muntenia-Oltenia | 46 | 5,3333 | 0,8135 | 0,1199 | 5,0918 | 5,5749 | 3,33 | 7 |
| | Transilvania | 152 | 5,1393 | 1,1094 | 0,0900 | 4,9615 | 5,3171 | 1 | 7 |
| | Banat-Crisana | 84 | 5,4246 | 1,1423 | 0,1246 | 5,1767 | 5,6725 | 2 | 7 |
| | Moldova | 72 | 5,4838 | 0,8991 | 0,1060 | 5,2725 | 5,6951 | 3 | 7 |
| | Total Romania | 354 | 5,3023 | 1,0498 | 0,0558 | 5,1925 | 5,4120 | 1 | 7 |
| Integrity | Muntenia-Oltenia | 46 | 6,2989 | 0,6803 | 0,1003 | 6,0969 | 6,5009 | 4,5 | 7 |
| | Transilvania | 152 | 6,1661 | 0,8390 | 0,0681 | 6,0317 | 6,3006 | 2,5 | 7 |
| | Banat-Crisana | 84 | 6,1171 | 0,8307 | 0,0906 | 5,9368 | 6,2973 | 2,5 | 7 |
| | Moldova | 72 | 5,8333 | 0,9813 | 0,1157 | 5,6027 | 6,0639 | 3 | 7 |
| | Total Romania | 354 | 6,1040 | 0,8589 | 0,0456 | 6,0143 | 6,1938 | 2,5 | 7 |
| Decisive | Muntenia-Oltenia | 46 | 6,2065 | 0,8649 | 0,1275 | 5,9497 | 6,4634 | 3,75 | 7 |
| | Transilvania | 152 | 6,0806 | 0,8964 | 0,0727 | 5,9369 | 6,2242 | 1 | 7 |
| | Banat-Crisana | 84 | 6,2321 | 0,8995 | 0,0981 | 6,0369 | 6,4273 | 2,67 | 7 |
| | Moldova | 72 | 6,1701 | 0,7403 | 0,0872 | 5,9962 | 6,3441 | 3,75 | 7 |
| | Total Romania | 354 | 6,1511 | 0,8624 | 0,0458 | 6,0610 | 6,2413 | 1 | 7 |
| Performance oriented | Muntenia-Oltenia | 46 | 6,4420 | 0,7168 | 0,1057 | 6,2292 | 6,6549 | 4 | 7 |
| | Transilvania | 152 | 6,2325 | 0,9191 | 0,0746 | 6,0852 | 6,3798 | 1 | 7 |
| | Banat-Crisana | 84 | 6,4762 | 0,6967 | 0,0760 | 6,3250 | 6,6274 | 3,67 | 7 |

| | | N | Mean | Std. Dev | Std. Error | Lower | Upper | Min | Max |
|---|---|---|---|---|---|---|---|---|---|
| | Moldova | 72 | 6,4491 | 0,7168 | 0,0845 | 6,2806 | 6,6175 | 4 | 7 |
| | Total Romania | 354 | 6,3616 | 0,8106 | 0,0431 | 6,2769 | 6,4463 | 1 | 7 |
| Team integrator | Muntenia-Oltenia | 46 | 6,4648 | 0,6215 | 0,0916 | 6,2802 | 6,6494 | 3,71 | 7 |
| | Transilvania | 152 | 6,2800 | 0,7543 | 0,0612 | 6,1591 | 6,4009 | 1,25 | 7 |
| | Banat-Crisana | 84 | 6,1365 | 0,6975 | 0,0761 | 5,9851 | 6,2878 | 4,29 | 7 |
| | Moldova | 72 | 6,2778 | 0,6557 | 0,0773 | 6,1237 | 6,4319 | 3,86 | 7 |
| | Total Romania | 354 | 6,2695 | 0,7091 | 0,0377 | 6,1954 | 6,3436 | 1,25 | 7 |
| Collaborative team orientation | Muntenia-Oltenia | 46 | 6,1304 | 0,6324 | 0,0932 | 5,9426 | 6,3182 | 4,17 | 7 |
| | Transilvania | 152 | 5,7965 | 0,8291 | 0,0672 | 5,6636 | 5,9294 | 1 | 7 |
| | Banat-Crisana | 84 | 5,9583 | 0,7674 | 0,0837 | 5,7918 | 6,1249 | 3,17 | 7 |
| | Moldova | 72 | 5,8009 | 0,6510 | 0,0767 | 5,6479 | 5,9539 | 3,83 | 7 |
| | Total Romania | 354 | 5,8792 | 0,7633 | 0,0406 | 5,7994 | 5,9590 | 1 | 7 |
| Diplomatic | Muntenia-Oltenia | 46 | 6,3478 | 0,6043 | 0,0891 | 6,1684 | 6,5273 | 4,2 | 7 |
| | Transilvania | 152 | 5,8977 | 0,7914 | 0,0642 | 5,7709 | 6,0245 | 1 | 7 |
| | Banat-Crisana | 84 | 6,0673 | 0,7567 | 0,0826 | 5,9030 | 6,2315 | 3,2 | 7 |
| | Moldova | 72 | 5,8056 | 0,7720 | 0,0910 | 5,6241 | 5,9870 | 3,2 | 7 |
| | Total Romania | 354 | 5,9777 | 0,7730 | 0,0411 | 5,8969 | 6,0585 | 1 | 7 |
| Benevolent | Muntenia-Oltenia | 46 | 6,4130 | 0,7600 | 0,1121 | 6,1874 | 6,6387 | 4,11 | 7 |
| | Transilvania | 152 | 6,3031 | 0,7577 | 0,0615 | 6,1816 | 6,4245 | 3,33 | 7 |
| | Banat-Crisana | 84 | 6,3062 | 0,7157 | 0,0781 | 6,1509 | 6,4615 | 2 | 7 |
| | Moldova | 72 | 6,2438 | 0,7351 | 0,0866 | 6,0711 | 6,4166 | 3,56 | 7 |
| | Total Romania | 354 | 6,3061 | 0,7420 | 0,0394 | 6,2285 | 6,3836 | 2 | 7 |
| Administratively Competent | Muntenia-Oltenia | 46 | 6,3424 | 0,6611 | 0,0975 | 6,1461 | 6,5387 | 3,75 | 7 |
| | Transilvania | 152 | 6,2500 | 0,8066 | 0,0654 | 6,1207 | 6,3793 | 3 | 7 |
| | Banat-Crisana | 84 | 6,3175 | 0,8176 | 0,0892 | 6,1400 | 6,4949 | 3,25 | 7 |
| | Moldova | 72 | 5,9572 | 1,0264 | 0,1210 | 5,7160 | 6,1984 | 2,75 | 7 |
| | Total Romania | 354 | 6,2185 | 0,8496 | 0,0452 | 6,1297 | 6,3073 | 2,75 | 7 |
| Self-centered | Muntenia-Oltenia | 46 | 1,5217 | 0,5672 | 0,0836 | 1,3533 | 1,6902 | 1 | 3,25 |
| | Transilvania | 152 | 1,8438 | 0,8469 | 0,0687 | 1,7080 | 1,9795 | 1 | 6 |
| | Banat-Crisana | 84 | 1,7639 | 0,9826 | 0,1072 | 1,5507 | 1,9771 | 1 | 6 |
| | Moldova | 72 | 1,9479 | 1,0078 | 0,1188 | 1,7111 | 2,1847 | 1 | 5,25 |
| | Total Romania | 354 | 1,8041 | 0,8915 | 0,0474 | 1,7110 | 1,8973 | 1 | 6 |
| Status conscious | Muntenia-Oltenia | 45 | 5,2667 | 1,2951 | 0,1931 | 4,8776 | 5,6558 | 1 | 7 |
| | Transilvania | 148 | 4,8007 | 1,2354 | 0,1016 | 4,6000 | 5,0014 | 1 | 7 |
| | Banat-Crisana | 82 | 4,6646 | 1,2839 | 0,1418 | 4,3825 | 4,9467 | 1 | 7 |
| | Moldova | 72 | 4,5486 | 1,1873 | 0,1399 | 4,2696 | 4,8276 | 2,5 | 7 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total Romania | 347 | 4,7767 | 1,2579 | 0,0675 | 4,6438 | 4,9095 | 1 | 7 |
| Conflict inducer | Muntenia-Oltenia | 46 | 4,3732 | 0,8249 | 0,1216 | 4,1282 | 4,6182 | 2,67 | 7 |
| | Transilvania | 152 | 4,3553 | 0,8893 | 0,0721 | 4,2127 | 4,4978 | 2 | 7 |
| | Banat-Crisana | 84 | 4,3433 | 0,9744 | 0,1063 | 4,1318 | 4,5547 | 2,33 | 7 |
| | Moldova | 72 | 4,4444 | 1,0571 | 0,1246 | 4,1960 | 4,6928 | 2 | 7 |
| | Total Romania | 354 | 4,3729 | 0,9351 | 0,0497 | 4,2751 | 4,4706 | 2 | 7 |
| Face-saver | Muntenia-Oltenia | 46 | 3,4928 | 1,1412 | 0,1683 | 3,1538 | 3,8317 | 1 | 6,333 |
| | Transilvania | 152 | 2,8366 | 1,1913 | 0,0966 | 2,6457 | 3,0275 | 1 | 5,667 |
| | Banat-Crisana | 84 | 3,1488 | 1,6471 | 0,1797 | 2,7914 | 3,5062 | 1 | 7 |
| | Moldova | 72 | 3,3264 | 1,1521 | 0,1358 | 3,0557 | 3,5971 | 1 | 5,667 |
| | Total Romania | 354 | 3,0956 | 1,3187 | 0,0701 | 2,9577 | 3,2334 | 1 | 7 |
| Procedural | Muntenia-Oltenia | 47 | 4,4979 | 0,9277 | 0,1353 | 4,2255 | 4,7703 | 1 | 7 |
| | Transilvania | 153 | 4,2144 | 0,9224 | 0,0746 | 4,0670 | 4,3617 | 1,6 | 7 |
| | Banat-Crisana | 84 | 4,2815 | 0,9329 | 0,1018 | 4,0791 | 4,4840 | 2,4 | 6 |
| | Moldova | 72 | 4,2542 | 0,9180 | 0,1082 | 4,0384 | 4,4699 | 1,8 | 6 |
| | Total Romania | 356 | 4,2757 | 0,9253 | 0,0490 | 4,1793 | 4,3721 | 1 | 7 |
| Non-participative | Muntenia-Oltenia | 45 | 3,3333 | 1,1244 | 0,1676 | 2,9955 | 3,6711 | 1 | 5,75 |
| | Transilvania | 148 | 3,1712 | 1,2004 | 0,0987 | 2,9762 | 3,3662 | 1 | 6,5 |
| | Banat-Crisana | 82 | 3,1768 | 1,0805 | 0,1193 | 2,9394 | 3,4142 | 1,25 | 5,5 |
| | Moldova | 72 | 3,4757 | 1,2824 | 0,1511 | 3,1743 | 3,7771 | 1 | 7 |
| | Total Romania | 347 | 3,2567 | 1,1828 | 0,0635 | 3,1318 | 3,3816 | 1 | 7 |
| Autocratic | Muntenia-Oltenia | 46 | 3,0543 | 1,2328 | 0,1818 | 2,6882 | 3,4204 | 1 | 5,5 |
| | Transilvania | 152 | 2,8777 | 1,1931 | 0,0968 | 2,6865 | 3,0690 | 1 | 6,167 |
| | Banat-Crisana | 84 | 2,7817 | 1,1111 | 0,1212 | 2,5406 | 3,0229 | 1 | 5,5 |
| | Moldova | 72 | 3,3484 | 1,1616 | 0,1369 | 3,0754 | 3,6213 | 1 | 5,833 |
| | Total Romania | 354 | 2,9736 | 1,1860 | 0,0630 | 2,8497 | 3,0976 | 1 | 6,167 |
| Modest | Muntenia-Oltenia | 46 | 5,2717 | 0,8577 | 0,1265 | 5,0170 | 5,5264 | 3,5 | 7 |
| | Transilvania | 152 | 5,0822 | 0,9628 | 0,0781 | 4,9279 | 5,2365 | 2,5 | 7 |
| | Banat-Crisana | 84 | 5,0030 | 0,9928 | 0,1083 | 4,7875 | 5,2184 | 2 | 6,75 |
| | Moldova | 72 | 4,9063 | 0,7888 | 0,0930 | 4,7209 | 5,0916 | 2,75 | 6,75 |
| | Total Romania | 354 | 5,0523 | 0,9267 | 0,0493 | 4,9554 | 5,1491 | 2 | 7 |
| Humane orientation | Muntenia-Oltenia | 46 | 4,8043 | 1,3101 | 0,1932 | 4,4153 | 5,1934 | 2,5 | 7 |
| | Transilvania | 150 | 4,5867 | 1,3433 | 0,1097 | 4,3699 | 4,8034 | 1,5 | 7 |
| | Banat- | 79 | 4,9114 | 1,4205 | 0,1598 | 4,5932 | 5,2296 | 1 | 7 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Crisana | | | | | | | | |
| | Moldova | 72 | 4,7083 | 1,0573 | 0,1246 | 4,4599 | 4,9568 | 2,5 | 7 |
| | Total Roma-nia | 347 | 4,7147 | 1,3045 | 0,0700 | 4,5770 | 4,8524 | 1 | 7 |
| Autonomous | Muntenia-Oltenia | 46 | 3,6359 | 1,3163 | 0,1941 | 3,2450 | 4,0267 | 1,25 | 7 |
| | Transilvania | 151 | 3,4365 | 1,1547 | 0,0940 | 3,2509 | 3,6222 | 1,25 | 7 |
| | Banat-Crisana | 84 | 3,5437 | 1,5419 | 0,1682 | 3,2090 | 3,8783 | 1 | 7 |
| | Moldova | 72 | 3,4838 | 1,1991 | 0,1413 | 3,2020 | 3,7656 | 1 | 6,25 |
| | Total Roma-nia | 353 | 3,4976 | 1,2826 | 0,0683 | 3,3634 | 3,6319 | 1 | 7 |

**Appendix 6.**

## *ANOVA test of regional differences of first-order leadership variables*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic I. - Visionary | Between Groups | 0,6983 | 3 | 0,2328 | 0,4235 | 0,7363 |
| | Within Groups | 192,37 | 350 | 0,5496 | | |
| | Total | 193,07 | 353 | | | |
| Charismatic II. - Ispirational | Between Groups | 4,058 | 3 | 1,3527 | 2,464 | 0,0622 |
| | Within Groups | 192,14 | 350 | 0,549 | | |
| | Total | 196,2 | 353 | | | |
| Charismatic - Self sacrificial | Between Groups | 7,7133 | 3 | 2,5711 | 2,3598 | 0,0713 |
| | Within Groups | 381,33 | 350 | 1,0895 | | |
| | Total | 389,05 | 353 | | | |
| Integrity | Between Groups | 7,6232 | 3 | 2,5411 | 3,5184 | 0,0154 |
| | Within Groups | 252,78 | 350 | 0,7222 | | |
| | Total | 260,4 | 353 | | | |
| Decisive | Between Groups | 1,4747 | 3 | 0,4916 | 0,6591 | 0,5777 |
| | Within Groups | 261,05 | 350 | 0,7459 | | |
| | Total | 262,53 | 353 | | | |
| Performance oriented | Between Groups | 4,4866 | 3 | 1,4955 | 2,3013 | 0,077 |
| | Within Groups | 227,45 | 350 | 0,6499 | | |
| | Total | 231,94 | 353 | | | |
| Team integrator | Between Groups | 3,2626 | 3 | 1,0875 | 2,1849 | 0,0895 |
| | Within Groups | 174,21 | 350 | 0,4977 | | |
| | Total | 177,47 | 353 | | | |
| Collaborative team orientation | Between Groups | 4,9104 | 3 | 1,6368 | 2,8536 | 0,0372 |
| | Within Groups | 200,76 | 350 | 0,5736 | | |
| | Total | 205,67 | 353 | | | |
| Diplomatic | Between Groups | 10,082 | 3 | 3,3607 | 5,8559 | 0,0007 |
| | Within Groups | 200,86 | 350 | 0,5739 | | |
| | Total | 210,94 | 353 | | | |
| Benevolent | Between Groups | 0,8067 | 3 | 0,2689 | 0,4863 | 0,692 |
| | Within Groups | 193,54 | 350 | 0,553 | | |
| | Total | 194,35 | 353 | | | |
| Administratively Competent | Between Groups | 6,5964 | 3 | 2,1988 | 3,1008 | 0,0268 |
| | Within Groups | 248,19 | 350 | 0,7091 | | |
| | Total | 254,79 | 353 | | | |
| Self-centered | Between Groups | 5,5314 | 3 | 1,8438 | 2,3463 | 0,0726 |
| | Within Groups | 275,04 | 350 | 0,7858 | | |
| | Total | 280,57 | 353 | | | |
| Status conscious | Between Groups | 15,664 | 3 | 5,2212 | 3,3677 | 0,0188 |
| | Within Groups | 531,78 | 343 | 1,5504 | | |
| | Total | 547,44 | 346 | | | |
| Conflict inducer | Between Groups | 0,4897 | 3 | 0,1632 | 0,1854 | 0,9063 |
| | Within Groups | 308,18 | 350 | 0,8805 | | |
| | Total | 308,67 | 353 | | | |
| Face-saver | Between Groups | 21,523 | 3 | 7,1743 | 4,2392 | 0,0058 |
| | Within Groups | 592,33 | 350 | 1,6924 | | |
| | Total | 613,85 | 353 | | | |
| Procedural | Between Groups | 2,9315 | 3 | 0,9772 | 1,1428 | 0,3317 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Within Groups | 300,99 | 352 | 0,8551 | | |
| | Total | 303,92 | 355 | | | |
| Non-participative | Between Groups | 5,323 | 3 | 1,7743 | 1,2712 | 0,2841 |
| | Within Groups | 478,77 | 343 | 1,3958 | | |
| | Total | 484,1 | 346 | | | |
| Autocratic | Between Groups | 14,902 | 3 | 4,9672 | 3,6098 | 0,0136 |
| | Within Groups | 481,62 | 350 | 1,376 | | |
| | Total | 496,52 | 353 | | | |
| Modest | Between Groups | 4,0914 | 3 | 1,3638 | 1,5961 | 0,19 |
| | Within Groups | 299,07 | 350 | 0,8545 | | |
| | Total | 303,16 | 353 | | | |
| Humane orientation | Between Groups | 5,8878 | 3 | 1,9626 | 1,1549 | 0,327 |
| | Within Groups | 582,87 | 343 | 1,6993 | | |
| | Total | 588,76 | 346 | | | |
| Autonomous | Between Groups | 1,6344 | 3 | 0,5448 | 0,3293 | 0,8042 |
| | Within Groups | 577,39 | 349 | 1,6544 | | |
| | Total | 579,03 | 352 | | | |

**Appendix 7.**

***Descriptive statistics of regional differences of second-order leadership variables***

| | | N | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean Lower Bound | 95% Confidence Interval for Mean Upper Bound | Minimum | Maximum |
|---|---|---|---|---|---|---|---|---|---|
| Charismatic/ Value based | Muntenia-Oltenia | 46 | 6,1539 | 0,5248 | 0,0774 | 5,998 | 6,3097 | 4,39 | 6,94 |
| | Transilvania | 152 | 5,9899 | 0,6966 | 0,0565 | 5,8783 | 6,1015 | 1,67 | 7 |
| | Banat-Crisana | 84 | 6,0638 | 0,6437 | 0,0702 | 5,9241 | 6,2035 | 4,16 | 7 |
| | Moldova | 72 | 6,0401 | 0,502 | 0,0592 | 5,9221 | 6,158 | 4,29 | 7 |
| | Total Romania | 354 | 6,0389 | 0,6275 | 0,0333 | 5,9734 | 6,1045 | 1,67 | 7 |
| Team Oriented | Muntenia-Oltenia | 46 | 6,3397 | 0,545 | 0,0804 | 6,1779 | 6,5015 | 3,99 | 6,95 |
| | Transilvania | 152 | 6,1055 | 0,6286 | 0,051 | 6,0047 | 6,2062 | 1,92 | 7 |
| | Banat-Crisana | 84 | 6,1572 | 0,5419 | 0,0591 | 6,0395 | 6,2748 | 4,43 | 6,88 |
| | Moldova | 72 | 6,0171 | 0,5858 | 0,069 | 5,8794 | 6,1547 | 3,72 | 7 |
| | Total Romania | 354 | 6,1302 | 0,5947 | 0,0316 | 6,068 | 6,1923 | 1,92 | 7 |
| Narcissistic | Muntenia-Oltenia | 47 | 3,8792 | 0,6836 | 0,0997 | 3,6785 | 4,0799 | 1,93 | 7 |
| | Transilvania | 153 | 3,6074 | 0,6437 | 0,052 | 3,5045 | 3,7102 | 2,04 | 5,35 |
| | Banat-Crisana | 84 | 3,6356 | 0,7976 | 0,087 | 3,4625 | 3,8087 | 1,8 | 5,68 |
| | Moldova | 72 | 3,7043 | 0,6968 | 0,0821 | 3,5406 | 3,868 | 2,27 | 5,8 |
| | Total Romania | 356 | 3,6695 | 0,7013 | 0,0372 | 3,5964 | 3,7426 | 1,8 | 7 |
| Participative | Muntenia-Oltenia | 46 | 3,1848 | 1,0282 | 0,1516 | 2,8795 | 3,4901 | 1 | 5,29 |
| | Transilvania | 152 | 3,0189 | 1,0747 | 0,0872 | 2,8467 | 3,1911 | 1 | 5,92 |
| | Banat-Crisana | 84 | 2,9861 | 0,9244 | 0,1009 | 2,7855 | 3,1867 | 1,21 | 5,13 |
| | Moldova | 72 | 3,412 | 1,0379 | 0,1223 | 3,1681 | 3,6559 | 1 | 5,96 |
| | Total Romania | 354 | 3,1126 | 1,0358 | 0,0551 | 3,0044 | 3,2209 | 1 | 5,96 |
| Humane | Muntenia-Oltenia | 46 | 5,038 | 0,9803 | 0,1445 | 4,7469 | 5,3292 | 3,25 | 6,75 |
| | Transilvania | 152 | 4,8487 | 0,9823 | 0,0797 | 4,6913 | 5,0061 | 2,5 | 7 |
| | Banat-Crisana | 84 | 4,9301 | 1,0523 | 0,1148 | 4,7017 | 5,1584 | 2 | 6,75 |
| | Moldova | 72 | 4,8073 | 0,8283 | 0,0976 | 4,6126 | 5,0019 | 2,63 | 6,88 |
| | Total Romania | 354 | 4,8842 | 0,969 | 0,0515 | 4,7829 | 4,9855 | 2 | 7 |
| Autonomous | Muntenia-Oltenia | 46 | 3,6359 | 1,3163 | 0,1941 | 3,245 | 4,0267 | 1,25 | 7 |
| | Transilvania | 151 | 3,4365 | 1,1547 | 0,094 | 3,2509 | 3,6222 | 1,25 | 7 |
| | Banat-Crisana | 84 | 3,5437 | 1,5419 | 0,1682 | 3,209 | 3,8783 | 1 | 7 |
| | Moldova | 72 | 3,4838 | 1,1991 | 0,1413 | 3,202 | 3,7656 | 1 | 6,25 |
| | Total Romania | 353 | 3,4976 | 1,2826 | 0,0683 | 3,3634 | 3,6319 | 1 | 7 |

**Appendix 8.**

## *ANOVA test of regional differences of second-order leadership variables*

| | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| Charismatic/Value based | Between Groups | 1,03 | 3 | 0,3417 | 0,867 | 0,4583 |
| | Within Groups | 137,96 | 350 | 0,3942 | | |
| | Total | 138,98 | 353 | | | |
| Team Oriented | Between Groups | 3,09 | 3 | 1,0316 | 2,9652 | 0,0321 |
| | Within Groups | 121,77 | 350 | 0,3479 | | |
| | Total | 124,86 | 353 | | | |
| Self-Protective | Between Groups | 2,84 | 3 | 0,947 | 1,9409 | 0,1226 |
| | Within Groups | 171,75 | 352 | 0,4879 | | |
| | Total | 174,59 | 355 | | | |
| Participative | Between Groups | 9,37 | 3 | 3,1245 | 2,9606 | 0,0323 |
| | Within Groups | 369,38 | 350 | 1,0554 | | |
| | Total | 378,75 | 353 | | | |
| Humane | Between Groups | 1,88 | 3 | 0,6277 | 0,6665 | 0,5731 |
| | Within Groups | 329,59 | 350 | 0,9417 | | |
| | Total | 331,47 | 353 | | | |
| Autonomous | Between Groups | 1,63 | 3 | 0,5448 | 0,3293 | 0,8042 |
| | Within Groups | 577,39 | 349 | 1,6544 | | |
| | Total | 579,03 | 352 | | | |