Successful leadership behaviours in Slovak organizations' environment – an introduction to Slovak implicit leadership theories based on GLOBE study findings[*]

Dávid Bauer[**]

The aim of this paper is to identify dimensions of leadership in the Slovak organizational environment. For this, the GLOBE (Global Leadership and Organization Behaviour Effectiveness) study was utilized as an empirical base. The results obtained from the research - generated via a factor analysis – have proved that implicit leadership theories do indeed exist and can be specifically defined; and these leadership factors differ from the international sample of implicit leadership theories. As a universal, a charismatic form of leadership behaviour is accepted in the Slovak organizational environment as being most effective; while as regards being culture-specific, it is proven that certain characteristics of leadership behaviours are more common in Central-Eastern-European countries – especially regarding of leadership factors in Slovak and Hungarian environments.

Das Ziel dieser Arbeit ist die Identifizierung der Führungsdimensionen im Slowakischen Organisationsumfeld. Dafür wurde als empirische Basis die GLOBE (Global Leadership und Organisation Behaviour Effektiveness) Studie verwendet. Die aus der Forschung gewonnenen Ergebnisse – generiert aus einer Faktoranalyse – zeigen, dass implizite Führungstheorien tatsächlich existieren und spezifisch definiert werden können. Darüber hinaus unterscheiden sich diese Führungsfaktoren von der internationalen Stichprobe impliziter Führungstheorien. Im Allgemeinen wird eine charismatische Form des Führungsverhaltens als die effektivste Form im Slowakischen Organisationsumfeld anerkannt. Obwohl Führungsverhalten kulturspezifisch ist, wird hier ersichtlich, dass mittelosteuropäische Länder bestimmte Führungsverhaltensmerkmale gemeinsam haben – insbesondere im Hinblick auf die Führungsfaktoren in der slowakischen und ungarischen Umwelt.

Key words: leadership, implicit leadership theory, Slovakia (JEL: M12, L2)

---

1.   Introduction

In spite of the changed environment and of corporate needs, there have been just a few Slovak research projects carried out on this theme, looking at what might be relied on whilst creating leadership models and also what could reflect the leadership styles most sought after by Slovak company employees. This fact must be noted in a country and environment where several culture-based research projects have been done (Vargic 2002) and where one often faces the statement that corporate culture and leadership are interconnected (Schein 1992).

In the last decade the Slovak labour market, including superior–subordinate relations, has changed dramatically. While in 1993, after the birth of Slovakia, the newly-privatized companies were mostly still in domestic hands and headed by domestic managers – and while the level of foreign investment in 1997 was still about 1 928 million EUR – foreign direct investment (FDI) in 2009 reached 26 803 million EUR.[1] After the shift to the market economy, many state-owned companies have proved that they cannot stand on their own two feet and be competitive in international markets. A number of these companies were poorly managed, which fact led to high debts and holding onto obsolete technologies. So they had two choices: either to attain financial resources to strengthen their domestic presence and to improve efficiency via restructuring the companies – or to succeed with external help, through being bought out (Buzády 2010).

Such employees, as strategic resources, faced new challenges with the newly emerging system. Besides privatization itself and an acceptance of foreign control, they had to become accustomed to the management style of foreign managers, language barriers, the ideas of leaders educated at foreign management schools, newly-applied management techniques, and the collapse of a system built on a paternalistic, face-saving and intensively power-based culture (Bakacsi/Heidrich 2011).

However, foreign managers who took advantage of the new investment possibilities were put to the test too (Bauer 2004). Primarily, the development of management and leadership styles in Central Europe, as well as the development of performance management systems that directly connected to these, were deformed to the greatest extent in the communist "market economy" (Vargic 2002). According to Karoliny, Farkas & Poor's research (2009), 80% of Hungarian companies make use of a formalized performance management system, while this rate is only 59.1% in the average Eastern-European country.

From the corporate leaders' point of view (and given achievement-oriented pressure from foreign stakeholders), how an organisation's members could be made

---

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

to follow common company goals, how they might strengthen their positive relations, and persons' being connected to the organisation as well as to its managers became decisive issues. Gradually, the question of how the profitability of companies might be ensured via satisfying employees even in greatly changing environmental conditions came to the forefront (Silvestro 2002), as did one's keeping a balance between personal individuality and the integration of knowledge within the company (Mueller/Dyerson 1999).

Nevertheless, numerous examples have proved that while companies from CEE countries enthusiastically introduced contemporary performance measurement frameworks developed for organizational contexts of Western companies, here they did not lead to the anticipated successes (Buhovac/Groff 2012).

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

In Slovakia, comprehensive research – one that might connect leadership style questions with that of the country's, or with the most determining factors within corporate culture – has not been conducted as yet; this being in contrast with the Czech Republic, where GLOBE (Global Leadership and Organization Behaviour Effectiveness) research results have been seen publicly, though the Czech research data has not been proven valid. In neighbouring countries, including Hungary and Poland, such research work has been done, too. Kiezun (1991) showed that Hungarian and Polish corporate leadership is less rigid and autocratic and that managerial decision-making is least centralized and bureaucratic here within the Central European region.

My research presented in this article was aimed to fill this gap. The framework and the model of my research can be related to the central model of the GLOBE research. In this paper, I look at the implicit leadership theories supporting leadership that most excel themselves within the Slovak environment, the relationships between the leadership-related behaviours, and I also seek to reveal a correlation in leadership-related factors identified in both Slovak and Hungarian

organizational environments. Therefore besides enlargement of the GLOBE research with the Slovak results my research aims to bring additional contribution to let understand better the common characteristics of implicit leadership theories of Hungary and Slovakia and the relationship between them.

2.   Conceptual background

Project GLOBE is an international, cross-cultural research program, and it is being conducted in 62 countries, including some Central-Eastern European countries, namely Hungary, the Czech Republic, Slovenia and Poland.[2] A major objective of the program is to have six fundamental questions answered:

- Are there leader behaviours, attributes and organisational practices which are universally accepted and effective across cultures?
- Are there leader behaviours, attributes and organisational practices that are universally accepted and effective only in some cultures?
- How do the attributes of societal and organisational cultures influence whether specific leadership behaviours will be accepted and effective?
- How do societal and organizational cultures affect selected organizational practices?
- How do attributes of societal cultures affect the economic, physical and psychological welfare of the members of a society?
- What is the relationship between societal cultural variables and the international competiveness of such societies? (House/Javidan 2004)

The theoretical background to the GLOBE research connected to leadership has within it implicit leadership theory (Lord/Maher 1991), value-belief cultural theory (Hofstede 1995), implicit motivational theory (McClelland 1985) and the structural contingency theory of organisational form and effectiveness (Donaldson 1993).

The definition of leadership defined in Project GLOBE by the researchers taking part in the project is based on implicit leadership theory – and, according to this theory, individuals have implicit beliefs, convictions, and assumptions concerning attributes and behaviours that distinguish leaders from followers, and effective leaders from ineffective ones (House et al. 1997). In line with this, a universal leadership definition from GLOBE – which at the same time merges different factors – says that leadership is the ability of an individual to influence, motivate and enable others to contribute to the effectiveness and success of the organisation of which they are a member (House/Javidan 2004).

The questionnaire includes 112 leadership attributes. These attributes (behaviours and successful behavioural items) were derived from leadership theories, focus-group surveys, interviews and analyses. Such characteristics were, via a

---

2   Later, in 2006, Romania was added to the GLOBE map.

factor analysis, put within the framework of 21 leadership subscales – and via a second-order factor analysis were grouped into fours. For conceptual reasons, these two variables are divided into two subscales – thus, six global leadership dimensions were finally reached (House/Javidan 2004).

The variables were measured on a Likert scale of 7, via which the respondent can decide how the given behaviour contributes to or inhibits a person's being an outstanding leader. Furthermore, the questionnaire applies several refinements of the original scale – usually, the end points of the individual questions were labelled, so the mean of the scale has a relatively changing significance; the scale is often reversed, too. The reliability of specific variables was measured by the Cronbach alpha coefficient, which is commonly used in sociological research practice.

3.   Implicit leadership theory

When defining leadership, the researchers' observations differ mainly in the most characteristic features, behaviours and roles that they perceived as being standard ones at the time of putting together the theory. At times, the theory's establishment is to be defined by central corporate change processes – as Schein claimed, mentioning the connection between leadership and change and stating that the main task of leader is to lower the organization member's anxiety during the change processes (Schein 1992). Later, the term global leadership appeared, which stresses the significance of the global economy and which defines global leadership as "an influence across national and cultural boundaries" (Dorfman/ House 2004).

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

ILT states that some environmental factors, like corporate or societal culture, are responsible for the differences in implicit leadership case by case – accordingly, in different cultures, different ILT theories are to be found. Via this, the theory builds on the Value-Belief theory (McClelland 1985), which says that the values and beliefs of culture members determine how followers perceive the behaviour they see and what kind of reaction it evokes in them, either on conscious or unconscious motivational grounds. The GLOBE research builds on this theoretical approach, too.

4.   Research issues

The aim of this work is to examine the following questions:

1. What kind of implicit leadership theories and leadership types are present in Slovak leadership practices? Can one depict universally endorsed leadership types within the Slovak corporate environment? What are these – and what are their most characteristic features? Is there a correlative connection between them? Is the Charismatic leadership profile universally accepted as contributing to excellent leadership?

2. What are those leadership patterns where there are similarities with Slovak leadership characteristics to a certain extent? What is their nature, and how are they similar to or different from internationally distinguished leadership theories?

3. Do Slovak leadership patterns have any similarities with the Hungarian patterns that have already been examined?

The GLOBE research model thus enabled me to define the research model with which I would be able to operationalize my research questions (Figure 1).

Figure 1: The GLOBE study research model (highlighted are the area of the research)
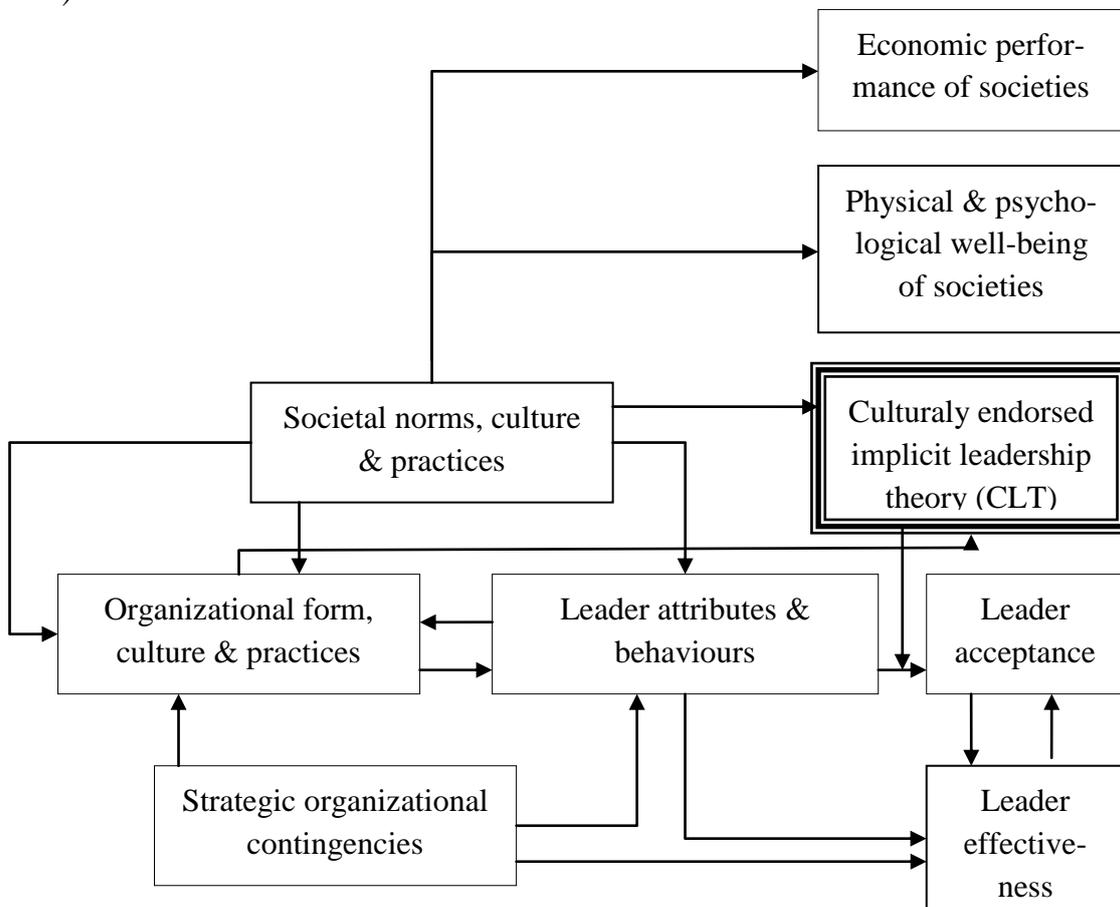
Source: based on House et al. (2004).

5.   Hypothesis

The theory of implicit leadership is based on many interconnected fundamental assumptions, so there can be real connections between the hypotheses discussed below. The supplementary questions and assumptions (next to the hypotheses) aim at getting a deeper revelation and interpretation of hypotheses. I shall investigate the following hypotheses (bold):

Hypothesis 1: Based on the Slovak GLOBE sample there can be implicit leadership theories defined. Along with this, charismatic leadership behaviour is generally accepted as effective.

Hypothesis 2: Slovak culturally endorsed implicit leadership theories (CLTs) differ from the international sample's implicit leadership theories.

Hypothesis 3: The expected Slovak leadership style is similar to the Hungarian one, there can be identical CLT's found in both samples. My hypothesis is built on the assumption the fact of coexistence over many centuries within the borders of one state3 will be detectable in these variables. Since the GLOBE research was undertaken in the Hungary too, its results are known, though the Hungarian sample is rather special, being different from the central-eastern European cluster. The Slovak sample was gathered from areas possessing a Hungarian minority (the Bratislava, Nitra and Trnava regions), thus there are implicit leadership theories that are comparable with Hungarian CLT). So what are the commonly-held leadership style's most characteristic features?

6.   The research

6.1   Sample composition and data analysis methods

The research was carried out from 2007-2012. In the sample, there are middle managers from food processing, commercial bank-insurance, heavy industry, public sector, other services and retail, and IT-telecommunications sectors, therefore created as not fully GLOBE-conforming (originally the GLOBE questionnaire was validated on food processing, commercial bank-insurance and it-telecommunication sectors). I managed to obtain responses from 73 middle-level managers. GLOBE defines middle managers as managers who, in a five-level hierarchy scale, are situated between the uppermost (the No.1 leader), and the lowermost level (individual contributor, executor) of the hierarchy; while in a scale with more than five levels, responses from middle managers from the levels between the uppermost two and the lowermost two can be included in the sample. The GLOBE questionnaire is basically made up of two versions of the

---

3   Current territory of Slovakia was since 1000 a.d. part of Hungarian Kingdome and later on till 1920 of a Hungarian-Austrian Monarchy. The Hungarian minority is still represented in Slovakia. According to the 2011 census results 8,6% of the Slovak population has still Hungarian nationality.

questionnaire. In both versions there are common variables describing a most preferred leadership style (2nd and 4th questionnaire blocks). There is a difference in the ALPHA and BETA questionnaire versions, though, where the ALPHA form measures the characteristics of the As Is and Should Be organisational culture and the BETA forms the As Is national culture (1st questionnaire blocks) and the Should Be (3rd questionnaire blocks) option. I have utilised the Gamma form of the questionnaire in my research since this is the most complete one, and it also comprises the ALPHA and the BETA cultural questionnaire blocks.

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

Data gathering was a joint effort of me and Zuzana Csibová (János Selye University, Komárno, Slovakia): we personally administered the questionnaires. I did the data analysis. Nonetheless, beside primary data gathering I also used secondary data obtained from the Slovak Statistical Office's database – and such secondary data helped me to make an outlining of the Slovak organizational environment.

In the course of the research I intended to use quantitative statistical–multivariable statistic analyses, and I did general statistical analytic examinations. The correlations laid down in the hypotheses were tested via correlation coefficients, and differentiations in leadership prototypes were additionally tested. By means of a factor analysis, I wished to take a look at specifically Slovak-related leadership factors, also comparing them with GLOBE's primary and secondary scales. I also looked at sample characteristics via the use of general statistical methods and the distribution of specific variables.

I chose companies for the sample with the aim of having several culture types represented, among them ones with purely domestic ownership (including both state-owned and privately-owned enterprises) and, also, ones under foreign ownership.

I additionally gathered secondary data on the Slovak economic environment with which I intended to show the dimensions of Slovak economy via secondary data – which may influence the implicit leadership theories that have been created in Slovakia. I then compare data from the sample with this secondary data, taking also into consideration the representativity of the sample.

49% of the Slovak GDP comes from three counties from the eight, namely from the Bratislava, Nitra and Trnava counties – where all companies from the research sample are located. Data collection was done, too, in this region, since all the 73 middle level managers worked there.

In the following table (Table 1) the descriptive demographic data comparing composition of the social economic environment and the research sample's composition are included; and this comparison helps us gain some information on the representative nature of the sample before any detailed research analysis is done and research questions are answered.

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

Variables/ Industrial sector	Characteristics of the Slovak economic environment in %	Characteristics of the Slovak research sample in %
Finance	2.17	19.2
Food processing	1.30	41.1
IT/telecom	2.63	4.1
Demographics		
Male	48.7	83.1
Female	51.3	16.9
Graduation		
Secondary	52.7	16
Higher-doctoral	13.8	79
Nationality		
Slovak	80.7*	75
Other	12	25
Religion		
Catholic	62	43.3
Protestant	7.7	3
Non-religious	13.4	53.7

*7.3% of residents did not indicated their nationality in the 2011 census.
Source: Own research results.

From the table it is clear that the sample coincides with Slovak societal-industrial conditions merely as regards nationality distribution. With my hypothesis aiming to depict relations between Hungarian-Slovak ILTs, I will build on this link. Taking into account the fact that the data collected is not GLOBE-conforming (besides the three abovementioned industries, there is a heavy-industry company and a state administration institute in the sample) and since the latest validated GLOBE sample in Hungary (except for the 2011 year longitudinal survey; see Bakacsi/Heidrich 2011) is based on original GLOBE-conform data from 1995, I decided to use the not fully GLOBE research-

conforming sample to compare it with the Slovak one, therefore compiled a deliberate sample with targeted variability from the Hungarian GLOBE research sample gathered since 2000[4] with; this was to test my second hypothesis. I have shaped the sample further with the aim of getting a comparable one as regards volume and also one with a targeted variance (i.e. it should consist of at least 6 industrial sector enterprises (same as the Slovak sample was comprised from), including ones from the 3 sectors defined in the GLOBE research, and also heavy industry; none of the industries should represent more than 25% of the sample).

7.   Research results

To present the research's results I intended to follow the same logic as presented while building up the research's hypothesis. First I'm describing the implicit leadership theories operationalized through analysing the Slovak research sample, showing similarities and differences between the Slovak and international GLOBE sample and finally scrutinizing the similarities between the Slovak and Hungarian ILTs.

7.1   An introduction to Slovak implicit leadership theories

My research questions are as follows: What kind of implicit leadership theories and leadership types are present in Slovak leadership practices? Can one depict universally endorsed leadership types within the Slovak corporate environment? What are these – and what are their most characteristic features? Is there a correlative connection between them? Is the Charismatic leadership profile universally accepted as contributing to excellent leadership?

When applying descriptive statistics, Table 2 provides eye-catching data, namely the average scores for primary (21) leadership factors. The most anticipated features and behavioural patterns were put in a descending order, from the biggest to the smallest value. These values are between 1 and 7 (owing to the Likert scale of 7 used to measure the respective variables). It is noticeable that Diplomatic is most accepted for supporting effective leadership – while it is generally accepted that Self-centred inhibits it. Malevolent is generally acknowledged as being prohibitive of effective leadership (having the lowest standard deviations). Diplomatic has the third lowest standard deviation. From the means and standard deviation scores it is evident that factors supporting effective leadership have, in the end, the lowest standard deviations; from these, two are Charismatic: Charismatic Inspirational and Charismatic Visionary.

---

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

Table 2: The results of first-order leadership prototypes

	N	Minimum	Maximum	Mean	St. Deviation
Diplomatic	69	4,00	6,80	5,6572	,51673
Charismatic Inspirational	69	4,00	7,00	6,0584	,61945
Charismatic Visionary	69	4,33	7,00	5,9902	,60753
Performance-oriented	69	3,33	7,00	5,9275	,84959
Integrity	69	3,00	7,00	5,8961	1,01363
Group integrator	69	4,00	7,00	6,1111	,57502
Administratively competent	69	3,25	7,00	5,6800	,78143
Decisive	69	3,50	7,00	5,6353	,70727
Collaborative Team-orientation	69	2,00	6,83	5,3068	,76942
Charismatic Self/sacrificial	69	2,00	6,50	5,2874	,92879
Status consciousness	69	2,50	7,00	4,6449	1,06792
Humane-orientation	69	2,00	6,50	4,3333	1,14297
Conflict inducer	69	2,33	6,33	3,9807	,93390
Autonomous	69	1,25	6,00	3,8913	1,12987
Modesty	69	2,00	6,00	4,3841	,66085
Procedural	69	2,20	5,20	3,6949	,74617
Autocratic	69	1,00	6,33	2,8734	1,08931
Non-participative	69	1,00	5,25	2,8297	1,05239
Face-saver	69	1,00	5,00	2,7440	1,00999
Malevolent	69	1,00	3,67	1,6340	,55897
Self-centred	69	1,00	4,75	2,1896	,81898

Source: Own research results.

Table 3 shows results for the second-order prototypes defined by GLOBE, according to the answers; and one can see how they compare with results from the Slovak GLOBE student survey (Remišová/Lašáková 2011; Csiba 2012). The GLOBE project, adapted for Student research, was done in a university environment, in which 400 university students answered the questionnaire.

Since one of my hypotheses is that there is a connection between Slovak and Hungarian leadership styles, in table 3 I reflect on results from the GLOBE research conducted in Hungary since 2000. As mentioned above, I have compiled the Hungarian sample so that it would in volume as well as in construction be comparable with the sample I gained.

The secondary order leadership prototype scales have been created via factor analysis from 21 first-order factors, taking the typical features of the international sample into consideration; by this, one can simplify demonstrations of differences and/or connections between leadership styles in the respective countries (Table 3).

Table 3: Results for secondary leadership scales outlined by GLOBE (Remišová-Lašáková, 2011, Csiba, 2012) and created for my own research sample

Second-order leadership scales	GLOBE Slovakia (own results)	GLOBE Slovakia student (Csiba 2012)	GLOBE Slovakia student (Remišová/ Lašáková 2011)	GLOBE Hungary sample created deliberately (own results)
Charismatic	5,79	5,87	5,57	5,85
Team-oriented	5,82	5,81	5,65	5,79
Self-protective (Narcissistic)	3,45	3,71	3,04	3,39
Participative	5,15	4,56	5,16	5,20
Humane-orientation	4,36	4,78	4,75	4,96
Autonomous	3,89	3,98	3,82	3,43

Source: Own construction.

According to the results above, among second-order leadership prototype scales the Charismatic leadership style seems to be the one accepted as best supporting effective leadership. This result coincides with the results of GLOBE's international study – so my hypothesis related to the general acceptance of the Charismatic leadership prototype is proved. The reliability of leadership scales enabling a comparison with leadership scales pertaining to the international sample was examined via use of Cronbach alpha coefficient values. The overall reliability of the international sample's scales is high (Hanges/Dickson 2004). The leadership prototype scales gathered by factor analyses from the international sample is a reliable tool for measuring Slovak implicit leadership prototypes – as 12 from the 21 leadership scales have a reliability score of over 0.5, and there is function-based correlative relationship between them. The Charismatic Visionary and Malevolent factor has the highest reliability score. Given this, I thought I would be able to separate implicit Slovak leadership prototypes by myself. The method used was a Varimax rotation along the principal axis factoring (method of data reduction by seeking underlying unobservable latent variables the are reflected in the manifest variables), with common and separate factors in the model explaining the covariance of variables (Kovács 2004); this was a methodology the statistical model presupposed as existing behind the correlation system

of variables. The rotation helped to increase the unambiguity of relations between variables by avoiding multiple correlations. To analyse this common variance, I used the SPSS Principle axes factoring methodology (PAF). When defining Slovak implicit leadership theories via factor analyses, I have taken into account the correlations between the 112 first-order and 21 second-order leadership prototypes.

A factor analysis was undertaken due to the sample's volume (the PAF, based on 112 variables, is not positive definite) with the 21 primary leadership variables. The generated output table's correlation matrix shows that many variables inter-correlate. Therefore, these correlations have to be taken into consideration when finalising or explaining the factors generated through a factor analysis.

I did a Kaiser-Meyer-Olkin (KMO) and Barlett's khi-square test separately to examine the sample's adequacy as regards a factor analysis.

With regard to zero significance, I was able to rule out a hypothesis relating to variables' independencies; whereas the KMO index result implies that my data are suitable for defining a latent variable. Five factors explain 67% of the variance (Table 4), so I further did not do more factor analysis to filter out the specific variables (the communality is lower than 0.4 only in the case of 4 of the 21 variables. To define the factors, I have used summarizing scales, ones corresponding with the GLOBE research team methodology.

When creating the main factors, I had to take into account the fact that due to the volume of the sample there would be variables with a factor weight of lower than 0.75, thus lessening reliability. I decided not to filter out the low communality variables, though, as, firstly, the sample's volume did not let me do a factor analysis for all primary variables; and, secondly, because when creating the factors I wanted them to be able to be explained by as many secondary factors as possible (so that they might become an object for further examination and analysis), for as long as their reliability allowed, while also noting that a scale created with more variables is better recognizable.

After doing the factor analysis, I outlined five main factors and, then, with regard to the correlation between variables, four implicit leadership theories:

- Benevolent paternalistic team leader (Eastern-European paternalistic leader)
- Self-centred oligarch
- Moderate change leader (level 5 leader[5])
- Humane-orientation

---

[5]   The expression was used by Collins (2001) to describe the extremely effective, nevertheless moderate change leader.

Table 4: Principle axis factoring results – total variance explained

Factor	Rotation sums of squared loadings		
	Total	% of Variance	Cumulative % of Variance
1	6,747	32,129	32,129
2	3,440	16,683	48,512
3	1,625	7,740	56,252
4	1,325	6,310	62,562
5	1,0803	5,145	67,707

Source: Own research results.

The Modesty and Humane-orientation factors (which explain the Humane-orientation implicit leadership theory) have a communality that was lower than 0.5 (thus they serve to explain the rather low percentage of the main component, so they do not have any explanatory power). Consequently, the Humane-orientation implicit leadership theory can be neither generally accepted as supporting effective leadership, nor as inhibiting it; in addition, it gets only low reliability (a reliability of lower than 0.5).

Hence, I tried to combine these two factors with the other implicit leadership theories through an interpretation of the primary leadership variables correlating with them, thereby creating thus three scales defined by primary factors:

- Benevolent paternalistic team leader (Eastern-European paternalistic leader)
- Self-centred oligarch
- Moderate change leader

I tested the reliability of the scales specifically with the Cronbach alpha coefficient. When examining the Benevolent paternalistic team leader ILT and the Moderate change leader scales' reliability, I realised that two low communality variables were the cause of the poor reliability of the scales defined – yet I decided that, in spite of its low variability, I would leave the Humane-orientation scale as an independent one.

The scales and the first-order leadership factors characterising them, as well as scale reliabilities, are summarized below (Table 5).

Table 5: The implicit leadership theories typical for Slovak leadership practices

Name of the major factor (implicit leadership theory)	First-order leadership factors making up the scale	Reliability of the scale (Cronbach alpha)
BENEVOLENT PATERNALISTIC TEAM LEADER (EASTERN-EUROPEAN PATERNALISTIC LEADER)	Collaborative team-orientation Decisive Integrity Administratively-competent Status consciousness Charismatic inspirational Diplomatic Team-orientation	0,782
SELF-CENTRED OLIGARCH	Autocratic Face-saver Autonomous Malevolent Procedural Non-participative Self-centred Conflict inducer	0,813
MODERATE CHANGE LEADER (LEVEL 5 LEADER)	Performance-orientation Charismatic-Self-sacrificial Charismatic - Visionary	0,523
HUMANE-ORIENTATION	Modesty Humane-orientation	0,229

Source: Own research results.

Although the identifications of the implicit leadership theories, specified from the Slovak GLOBE sample, are subjective, they do greatly rely on the leadership theories and organizational environment that can be seen using secondary statistical data. As an answer to my *first hypothesis,* ***I have succeeded in specifying (in spite of the limited number of sample elements) the implicit leadership theories that are most typical within the Slovak economic environment.*** Results from the descriptive analysis of implicit leadership theories refer to acceptability as well as to the appearance of specific theories as effective or limiting. According to GLOBE research principles, implicit leadership theories possessing an average value of higher than 6 in a sample of 62 countries, while, simultaneously, the individual score is more than 5 in 95% of countries, should be viewed as being universally accepted as supporting efficient leadership. On the

other hand, it can be universally accepted as inhibiting efficient leadership if there is an average that is lower than 3 in the complete sample's average values, while simultaneously the individual score is less than 3 in 95% of countries. Universally accepted factor scores for the international sample are high enough and low enough within the Slovak sample – so these factors fit in with the internationally accepted function. As a result, I transferred this analogy back to the national level, applying the same logic.

Keeping with the analysis, it is clear that none of the scales suit these criteria; though there are distinctive scales displaying values that are come close to such criteria (the Benevolent paternalistic team leader and the Moderate change leader).

The results of my examination show us that, in Slovakia, the typical organisational structure is the "family" type (which may have its roots in a Catholic cultural environment) – with a great power distance and weak uncertainty avoidance; and typical features are that there is direct control of things and the fatherly behaviour of the leaders of the organisations. Hence, an implicit leadership theory that can be characterised by having immediate control within the organisation and a status-aware leading method is operable; and this appears in this cultural context as an implicit leadership theory supporting efficient leadership (Table 6).

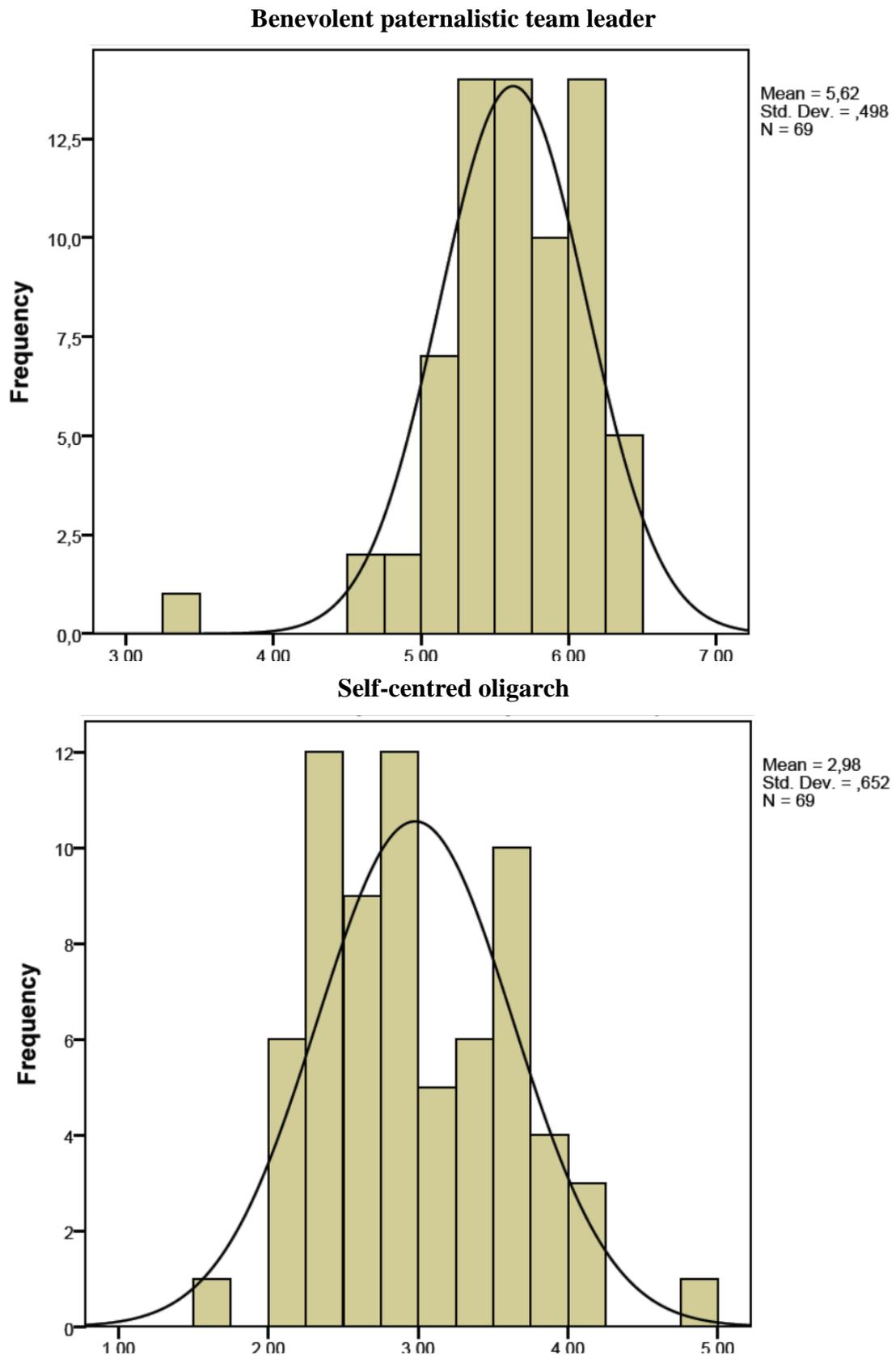*Table 6: Descriptive analyses of the identified Slovak implicit leadership theories*

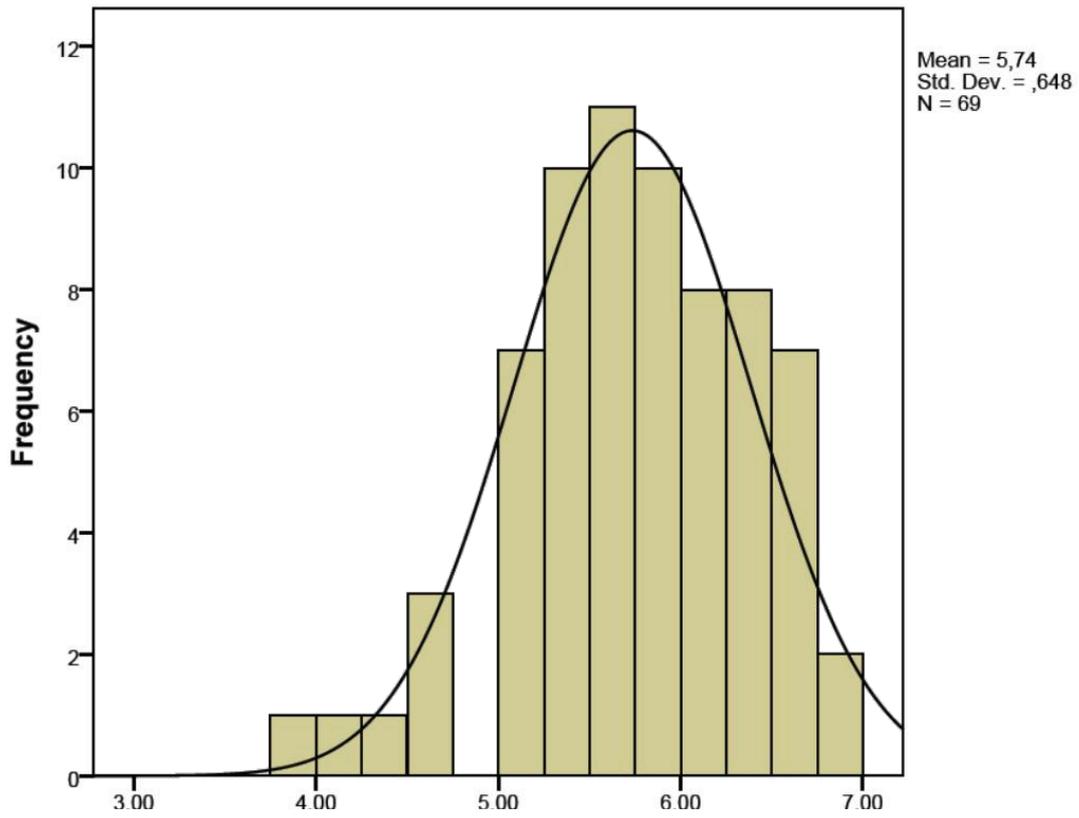|	Mean	St. deviation	Rate of above-5 scores as a %	Rate of below-3 scores as a %
Benevolent paternalistic team leader	5,62	0,49	92,8%	0%
Self-centred oligarch	2,96	0,65	0%	56,5%
Moderate change leader	5,74	0,65	92,3%	0%
Humane-orientation	4,36	0,75	11,6%	4,3%

Source: Own research results.

From analysis results it is observable that all three primary leadership factors representing charisma are part of a scale that has high reliability and an average value, thus being near a universally accepted leadership theory. Similarly, the low standard deviation rate values are visible in connection with implicit leadership theory relating to the Benevolent paternalistic team leader; and this does not imply a specific (as distinct from a normal distribution) distribution within the sample.

It is worth illustrating graphically the distribution of the respective implicit leadership theories within the sample (Figure 2).

Figure 2: Distribution of implicit leadership theories within the Slovak sample

Benevolent paternalistic team leader

Mean = 5,62
Std. Dev. = ,498
N = 69

Self-centred oligarch

Mean = 2,98
Std. Dev. = ,652
N = 69

Moderate change leader

Mean = 5,74
Std. Dev. = ,648
N = 69

Humane-orientation

Mean = 4,36
Std. Dev. = ,744
N = 69
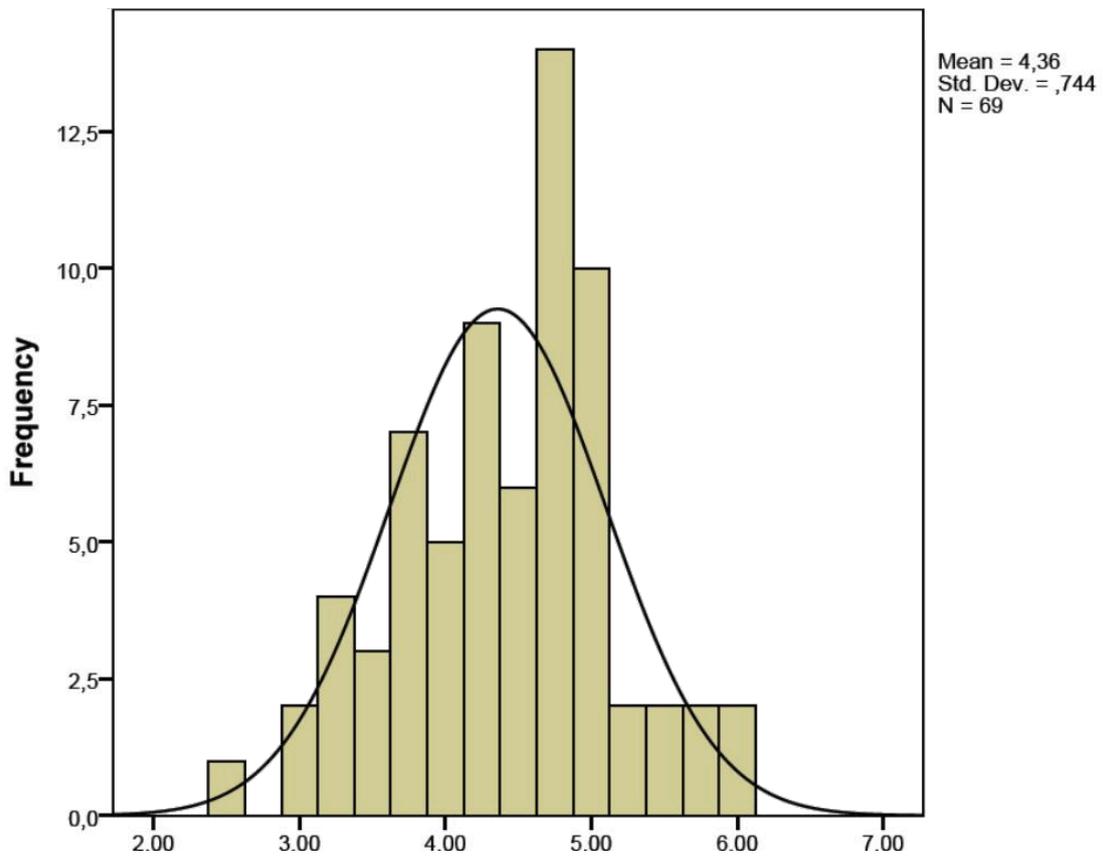
Source: Own research results.

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

7.2   Differences and similarities among Slovak implicit leadership theories and the leadership theories operationalized in international studies

My research questions are as follows: What are those leadership patterns where there are similarities with Slovak leadership characteristics to a certain extent? What is their nature – and how are they similar to or different from internationally defined leadership theories?

When comparing Slovak implicit leadership theories with the international sample, one can see that the implicit leadership theories created during analysis of the sample unambiguously differ from the implicit leadership theories arrived at on the basis of the international sample. A similarity can be found with the "Humane-orientation" scale, where there is, however, low reliability. This is demonstrated in the following table, which includes only those implicit leadership theories coming via the international sample that have similar attributes to the implicit leadership theories defined by me (Table 7).

Table 7: Comparison of Slovak and international implicit leadership theories

Slovak implicit leadership theories and the factors that create them		Implicit leadership theories created from the international sample and the factors creating them	
Major factor (implicit leadership theory)	First-order leadership factors creating the scale	Second-order factors (implicit leadership theories)	First-order leadership factors creating the scale
Benevolent paternalistic team leader (Eastern-European paternalistic leader)	Collaborative team-orientation Decisive Integrity Administratively- competent Status-consciousness Charismatic- inspirational Diplomatic Team integrator	Team-oriented	Collaborative team-orientation Administratively- competent Diplomatic Team integrator

Self-centred oligarch	Autocratic Face-saver Autonomous Malevolent Procedural Non-participative Self-centred Conflict inducer	Self-protective (Narcissistic)	Conflict inducer Face-saver Procedural
Moderate change leader (level 5 leader)	Performance-orientation Charismatic – Self-sacrificial Charismatic – Visionary	There is no identical ILT	
Humane-orientation	Modesty Humane-orientation	Humane-orientation	Modesty Humane-orientation

Source: Own research results.

The results here are not surprising. I noted when discussing the reliability of primary leadership factors that more than half of them (12/21) possessed high reliability. Thus, an interpretation of specific factors by middle-level managers will in part be the same as their interpretation by managers from the international sample. Nonetheless, the appearance of a Eastern-Middle-European leadership style is visible even within the framework of such a low-numbered sample results; and this is what the already-mentioned correlation coefficients point to.

Though not completely corresponding to GLOBE research principles, I was able to outline and define the most typical Slovak implicit leadership theories – which differ from more international, implicit leadership theories. Also, the implicit leadership theories of the "Benevolent paternalistic team leader", the "Self-centred oligarch" and the "Humane-oriented" do show similarities with the leadership scales emanating from the international sample. Thus, *I have been able to prove my second hypothesis as well*.

8.   Similarities and differences between Slovak and Hungarian implicit leadership theories

My research questions here are the following: Do Slovak leadership patterns have any similarities with the Hungarian patterns that have already been examined?

When creating my hypothesis, my starting point was a presupposition that a former Hungarian and Slovak coexistence left in the respective countries traces – cultural ones – on accepted leadership theories; additionally, operationalizable implicit leadership theories possess similarities too. Because the Slovak sample

comes from the Bratislava, Trnava and Nitra counties – where there is a high percentage of Hungarians (albeit still a minority) – there is likely to be a notable degree of similarity among particular leadership theories. I shall test this supposition – i.e. that there are no significant differences between operationalizable leadership theories – in the context of a hypothesis test.

First, I tried to get a definition of implicit leadership theories via a factor analysis, and using a Varimax rotation, from the Hungarian sample made up from the sample gained after 2000; and this shows similarities with the Slovak sample in its construction patterns (it does not coincide with the GLOBE sample arrived at after 1995). The sample was created so I would be able to get a targeted variance similar to the Slovak one in both number of participants, incorporated industries and the timing of data administration.

If it were possible to have created implicit leadership theories as defined in the Slovak sample, I would have analysed them as two samples – grouping them with the country identificator as an independent variable – with one of the non-parametric tests, namely a Mann-Whitney test.

Yet based on factor analysis results, we can say that from the Hungarian sample it is not possible to determine implicit leadership theories in the same clear way as we can from the Slovak one.

With a factor analysis I was able to identify the following implicit leadership theories, having variables with a high level of communality (12/21). The KMO & Bartlett test shows a significant difference between the factors, too – while 63% of the entire amount of variance can be explained by four factors.

The similarities and differences between the implicit leadership theories based on a comparison of first-order leadership factors are shown on the Table 8.

The implicit leadership theories that can be defined from the Hungarian sample are apparently different from the Slovak to a certain degree. However, the "Self-centred oligarch" is identical in both samples.

Therefore, I decided to put the two samples into one sample – and I compare the Hungarian and Slovak leadership factors with t-tests ($p<0.05$), presenting the significant and less significant differences.

Table 8: Comparison of Slovak and Hungarian implicit leadership theories

Slovak implicit leadership theories and factors creating them		Hungarian implicit leadership theories and factors creating them	
Major factor (implicit leadership theory)	First-order leadership factors creating the scale	Major factor (implicit leadership theory)	First-order leadership factors creating the scale
Benevolent paternalistic team leader (Eastern-European paternalistic leader)	Collaborative team-orientation Decisive Integrity Administratively competent Status consciousness Charismatic- inspirational Diplomatic Team integrator	Diplomatic	Modesty Integrity Diplomatic
Self-centred Oligarch	Autocratic Face-saver Autonomous Malevolent Procedural Non-participative Self-centred Conflict inducer	Self-centered Oligarch	Autocratic Face-saver Autonomous Malevolent Procedural Non participative Self -centered Conflict inducer
Moderate change leader (level 5 leader)	Performance-orientation Charismatic Self-sacrificing Charismatic – Visionary	Old fashioned change leader	Performance orientation Charismatic Self-sacrificial Administratively competent Status consciousness Decisive Charismatic – Visionary Charismatic – Inspirational Team integrator
Humane oriented	Modesty Humane-orientation	Humane oriented team leader	Collaborative team orientation Humane-orientation

Source: Own research results.

To get more accurate and more explanatory results, I did not just compare Hungarian and Slovak leadership styles through the 6 secondary leadership factors gained from the international sample – I also based measurements on the 21 primary variables. (The role of secondary factors might be relevant only from the point of view of interpretation.)

An independent sample t-test was used, where the grouping variable is the country identification number (1=Slovakia, 2=Hungary), and the dependent variables are the results of answers going with respective leadership variables measured on the Likert scale (Table 9).

Table 9: A comparison of Slovak and Hungarian sample results

Second-order scales	Identificator	N	Mean	St. deviation
Team-oriented	1,00	69	5,8242	,48424
	2,00	201	5,7841	,45122
Self-protective (Narcissistic)	1,00	69	3,4508	,60853
	2,00	201	3,3929	,60099
Participative	1,00	69	5,1484	,94537
	2,00	201	5,2048	,80683
Humane-orientation	1,00	69	4,3587	,74351
	2,00	201	4,9668	,73787
Autonomous	1,00	69	3,8913	1,12987
	2,00	201	3,4391	1,00674
Charismatic	1,00	69	5,7902	,57042
	2,00	201	5,8503	,53689

Source: Own research results.

In Table 10, only those primary and secondary leadership factors have been noted, in cases of which the Slovak and Hungarian sample differs significantly.

One can see that even though among the average values of the specific variables there is significant difference in only 10 from 27 cases, the differences between the correlations of the respective variables in 3 cases out of 4 did result in different implicit leadership theories.

Table 10: First and second-order leadership factors differing most when comparing the Slovak and Hungarian samples

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

Source: Own research results.

It is clear that the "Self-centred oligarch" implicit leadership theory is present in the Hungarian sample, which, in many variables, corresponds with the Slovak theory; while there is no significant difference in the factors (except the Malevolent) defining this implicit leadership theory between the two countries. It seems to me that it will be easier to reach a consensus in the case of *rejected* leadership patterns and implicit leadership theories that *inhibit* effective leadership than with implicit leadership theories *supporting effectiveness*. A "Humane-orientation" and "Modesty" do not belong in either of the samples, i.e. they neither inhibit nor support effective leadership – though one must note that their standard deviation is highest for both samples. Therefore as an answer to my ***third hypothesis it has not been proved that Slovak CLT's are similar to Hungarian ones, nevertheless there can be identical CLT's found in both samples.***

9.   Conclusion and future directions

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

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

- I resorted to multifactor statistical analyses which led to the following achievements:
- I succeeded in separating country-specific Slovak implicit leadership theories as being characteristic of the Slovak corporate environment; and via a factor analyses I was able to indicate correlative relations between them
- From second-order leadership factors outlined in the GLOBE study, the Charismatic leadership profile is accepted as supporting effective leadership by Slovak managers
- After comparing them with international sample results, I was able to note the similarities and differences between Slovak and internationally-distinguished implicit leadership theories
- Through the Hungarian sample (compiled after the year 2000), I succeeded in depicting similarities (1 from 4 CLT's is identical) and differences between Slovak and Hungarian implicit leadership theories.

The size of the sample did not, however, allow me to answer other emerging research questions; yet I believe that these research results can serve as a basis for further research work and as a base line for conducting further leadership examining research in Slovakia.

Both my own research and research works already done are still lacking when depicting specific development stages how leadership styles emerged during the economies' transformation processes, i.e. from the early 90s till the present day – though I assume this lag is hard to work off.

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

In Hungary, research aimed at illustrating this process has been already done – scrutinizing the degree of persons' turning to participative leadership styles

within Hungarian companies (Bakacsi/Heidrich 2011). Thus, with a growth in the sample's volume it will be interesting to analyse the stability of the Slovak sample when it comes to further research work undertaken.

The results of the GLOBE research hold out a promise of our having new, complementary results in relation to analyses and descriptions of cross-cultural research projects done, effective leadership theories, organizational practices, and the relationship between economic and psychological well-being in Slovak society. Furthermore, while the research results may have the ability to answer several theoretical questions at a societal level, they do answer some practical questions, too. With the results published here, the Slovak commercial world may well benefit – as they can assist in a revealing and an understanding of the most favoured leadership style in the Slovak Republic.

References

Bakacsi, Gy./Heidrich, B. (2011): Still the Home of Barons or Yet the Land of Participation? An attempt to Typify the Change of Hungarian Leadership Style in the Transition Period. 2011 Chemnitz East Forum conference paper.

Bauer, D. (2004): Priemyselné parky a ich úloha v ekonomike krajiny. Diplomová práca, Ekonomická Univerzita v Bratislave, FPM.

Buhovac, A.R./Groff, M.Z. (2012): Contemporary performance management systems in Central and Eastern Europe: synthesis of the empirical literature, in: Journal of Eastern Management Studies, 17, 1, 68-103.

Buzády, Z. (2010): The emergence of a CEE-regional multinational – A narrative of the MOL Group plc, in: Journal of Eastern Management Studies, 15, 1, 59-67.

Csiba, Zs. (2012): Kultúra és vezetés. Rigorózus munka, Selye János Egyetem Komárom, 69.

Donaldson, L. (1993): Anti/management theories of organization: Critique of paradigm proliferation. Cambridge, UK: Cambridge University Press.

Collins, J. (2001): Level 5 leadership. The Triumph of Humility and Fierce Resolve, in: Harvard Business Review, 79, 1, 67-76.

Dorfman, P.W./House, R.J. (2004): Cultural Influences on Organization Leadership, in: House, R.J. et al: Culture, Leadership and Organizations, the GLOBE study of 62 Societies, Thousand Oaks: Sage Publications, 62-63.

Earley, P.Ch./Mosakowski, E. (2005): Kulturális intelligencia, in: Harvard business manager, 82.

Hanges, P.J./Dickson, M.W. (2004): The Development and Validation of the Globe Culture and Leadership Scales, in: House et al.: Culture, Leadership and Organizations, the GLOBE study of 62 Societies, Thousand Oaks: Sage Publications, 122-133.

Hofstede, G. (1995): Cultures Consequences: International Differences in Work-Related Values. Beverly Hills, CA: Sage Publications.

House, R.J./Javidan, M. (2004): Overview of GLOBE, in: House et al. Culture, Leadership and Organizations, the GLOBE study of 62 Societies, Thousand Oaks: Sage Publications, 9-28.

House, R.J./Wright, N.S./Aditya, R.N. (1997): Cross-Cultural Research on Organizational Leadership. A Critical Analysis and a Proposed Theory. in: Early, P.C./Erez, M.: New Perspectives on International Industrial/Organizational Psychology, San Francisco: The New Lexington Press.

Karoliny, Zs.,/Farkas, F./Poór, J. (2009): Hungarian and Central Eastern European characteristics of human resource management – an international comparative survey, in: Journal of Eastern Management Studies, 14, 1, 9-47.

Kovács, E. (2004): Pénzügyi adatok statisztikai elemzése. Tanszék Pénzügyi Tanácsadó és Szolgáltató Kft., 71.

Kiezun, W (1991): Management in socialist countries: USSR and central Europe. Berlin, New York: Walter De Gruyter.

Lord, R.G./Maher, K.J. (1991): Leadership and information processing: Linking perceptions and performance. Boston, Unwin-Eberyman.

McClelland, D.C. (1985): Human motivation. Glenview: Scott, Foresman.

McClelland, D.C./Burnham, D.H. (1976): Power is the great motivator, in: Harvard Business Review, 54, 2, 100-110.

Mueller. F./Dyerson, R. (1999): Expert Human or Expert Organizations? in: Organization Studies, 20, 2, 225-256.

Phillips, J.S./Lord, R.G. (1981): Causal Attribution and Perception of Leadership, in: Organization Behavior and Human Performance, 28, 2, 143-163.

Remišová, A./Lašáková, A. (2011): Slovak Republic Country report, in: Čater, T./Lang, R.: Values and Leadership Expectations of Future Managers from Transforming Societies, Chemnitz University of Technology.

Silvestro, R. (2002): Dispelling the modern myth: Employee satisfaction and loyalty drive service profitability, in: Journal of Operations and Production Management, 22, 1,30-49.

Schein, E.H. (1992): Organization Culture and Leadership. San Francisco, CA: Jossey Bass.

Vargic, B. (2002): National culture and Human Resources management practices, PhD thesis, Bratislava.