



**NATIONAL RESEARCH
UNIVERSITY**

**HSE University-
National Research
University Higher
School of
Economics**

**Department of
Management**

**Faculty of
Economics and
Management**

Saint Petersburg

**The Russian
Federation**



PREFERRED LEADER BEHAVIOR COMPARISONS AMONGST BUSINESSPEOPLE IN THREE MUSLIM- MAJORITY COUNTRIES

Romie Frederick LITTRELL

Department of Management

National Research University-Higher School of Management

Saint Petersburg, The Russian Federation

Email: rlittrell@hse.ru

Yaghoub AHMADI

Department of Social Sciences

Group of Sociology

Payamnoor University

Kurdistan, Iran

Email: Yahmady@pnu.ac.ir



PREFERRED LEADER BEHAVIOR COMPARISONS AMONGST BUSINESSPEOPLE IN THREE MUSLIM- MAJORITY COUNTRIES

- We investigate leadership traits and aspects of leadership from a perspective of Islamic norms, which we discuss in light of our findings concerning preferred leader behavior dimensions.
- Leadership dimensions are assessed by the **Global Leadership & Organizational Behavior Effectiveness (GLOBE) project** survey and the **Leader Behavior Description Questionnaire XII**.



PREFERRED LEADER BEHAVIOR COMPARISONS AMONGST BUSINESSPEOPLE IN THREE MUSLIM-MAJORITY COUNTRIES

- **Our findings support in general that leaders in Iran, Indonesia, and Turkey tend to behave in ways consistent to expectations from leadership traits in the literature**
- **and show that despite the existence of different historical events and the presence of three different traditional and indigenous cultures and three distinct languages in these three countries, the same common theme in the field of leadership behaviors in three countries can be identified, the content of which can be summarized as follows:**
- **Preferred leader behavior tends toward spirituality and servant leadership**
 - **This theme can be attributed to the existence of common Islamic beliefs and values in these three countries.**



PREFERRED LEADER BEHAVIOR COMPARISONS AMONGST BUSINESSPEOPLE IN THREE MUSLIM-MAJORITY COUNTRIES

- **Our findings support in general that leaders in Iran, Indonesia, and Turkey tend to behave in ways consistent to expectations from leadership traits in the literature**
- **However, detailed findings shown in following charts indicate an impact of Islamic beliefs on the preferences in the organization, leadership, and management in these three countries.**



PREFERRED LEADER BEHAVIOR COMPARISONS AMONGST BUSINESSPEOPLE IN THREE MUSLIM-MAJORITY COUNTRIES-ABSTRACT

- Review of the leader behavior preference data from our surveys indicate for employed businesspeople a tendency toward task orientation rather than relationship orientation on the part of employed businesspeople in the three countries— Unexpected in Collectivist societies
- We conclude that the literature on preferences for leadership traits in the three Muslim majority countries studied have characteristics that extend beyond the dimensions assessed by the GLOBE project leadership survey and by the LBDQXII.
- As noted, there are strong components of spirituality and servant leadership preferences that are not assessed sufficiently by the two surveys in this study.
 - We recommend redesign of the LBDQXII to include a broader array of these kinds of traits. The Global Leader Behavior Preferences and Values project will investigate such an endeavor in the future.

IRAN: Means of the LBDQXII dimensions for the samples ranked by the Hamadan means

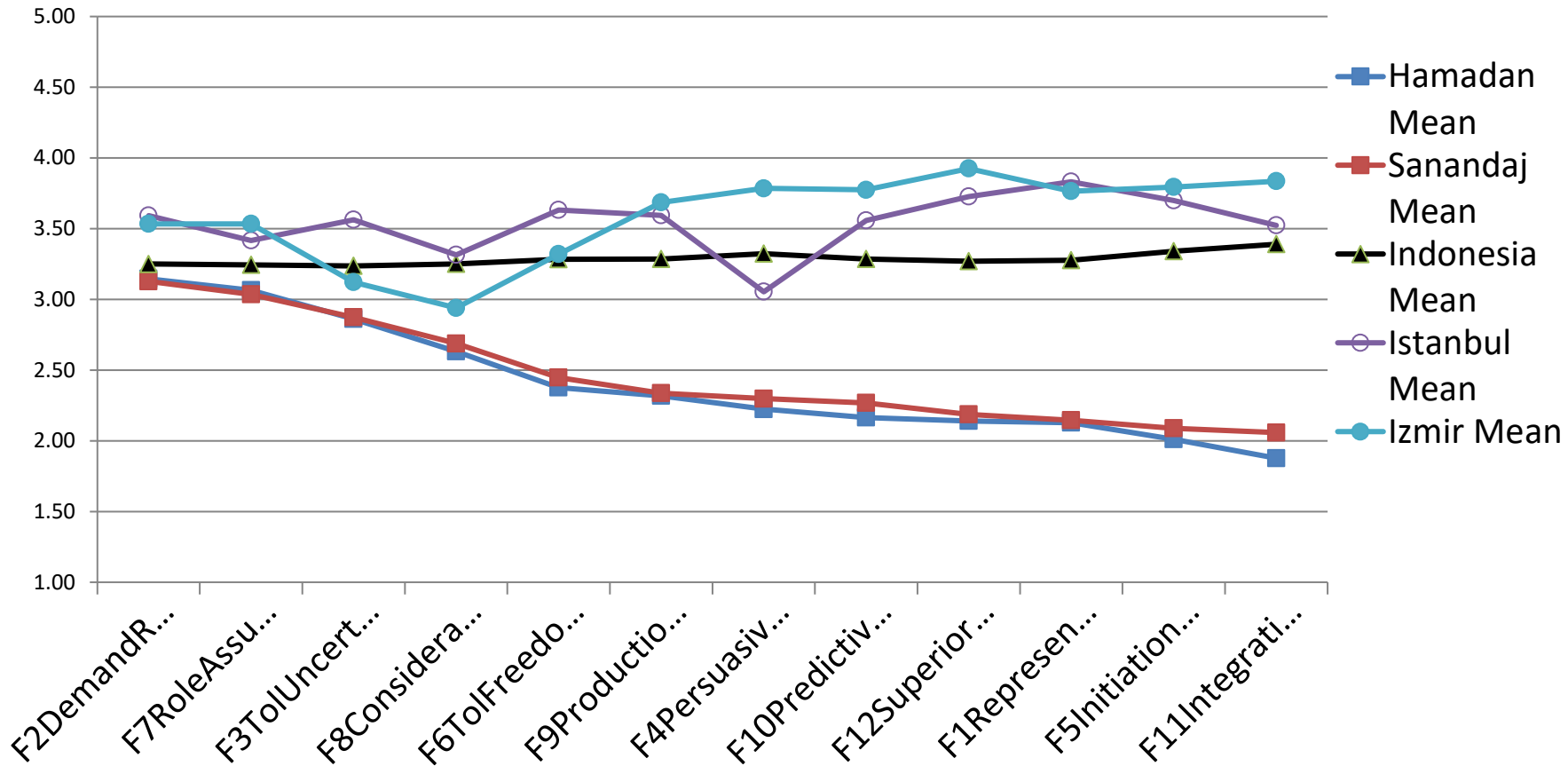




Chart of GLOBE “As Is: $_i$ ” and “Should Be: $_s$ ” country culture dimension means, sorted by GLOBE 62-sample average

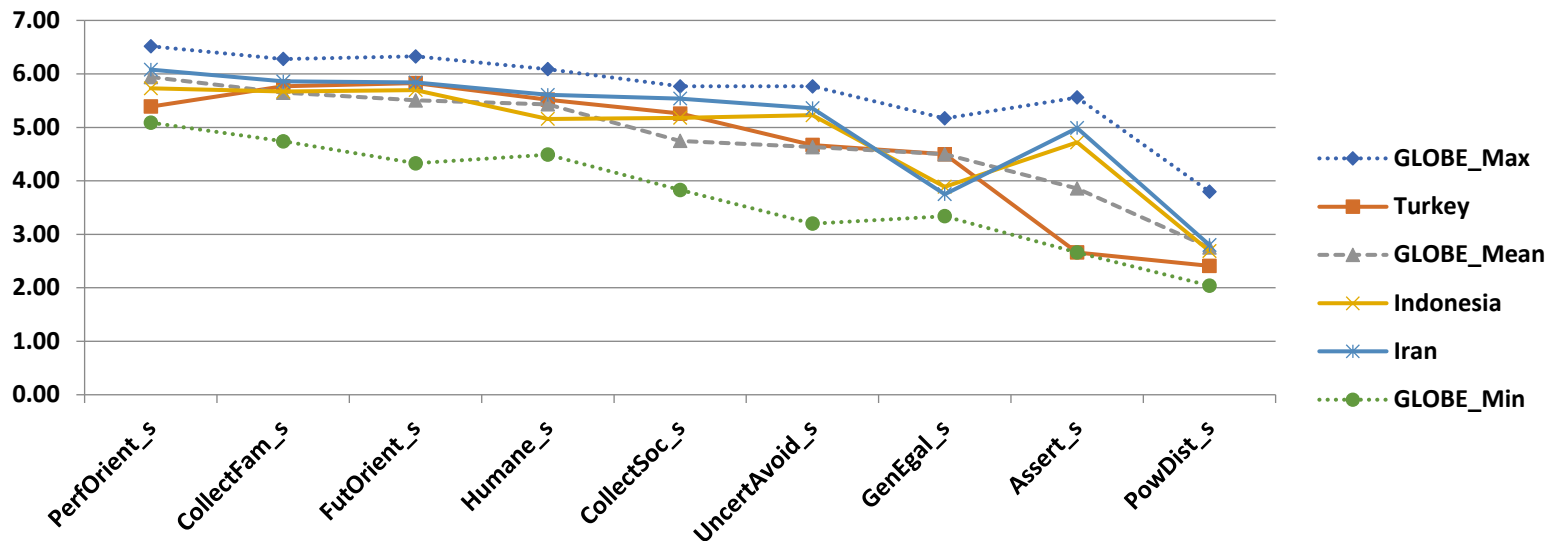
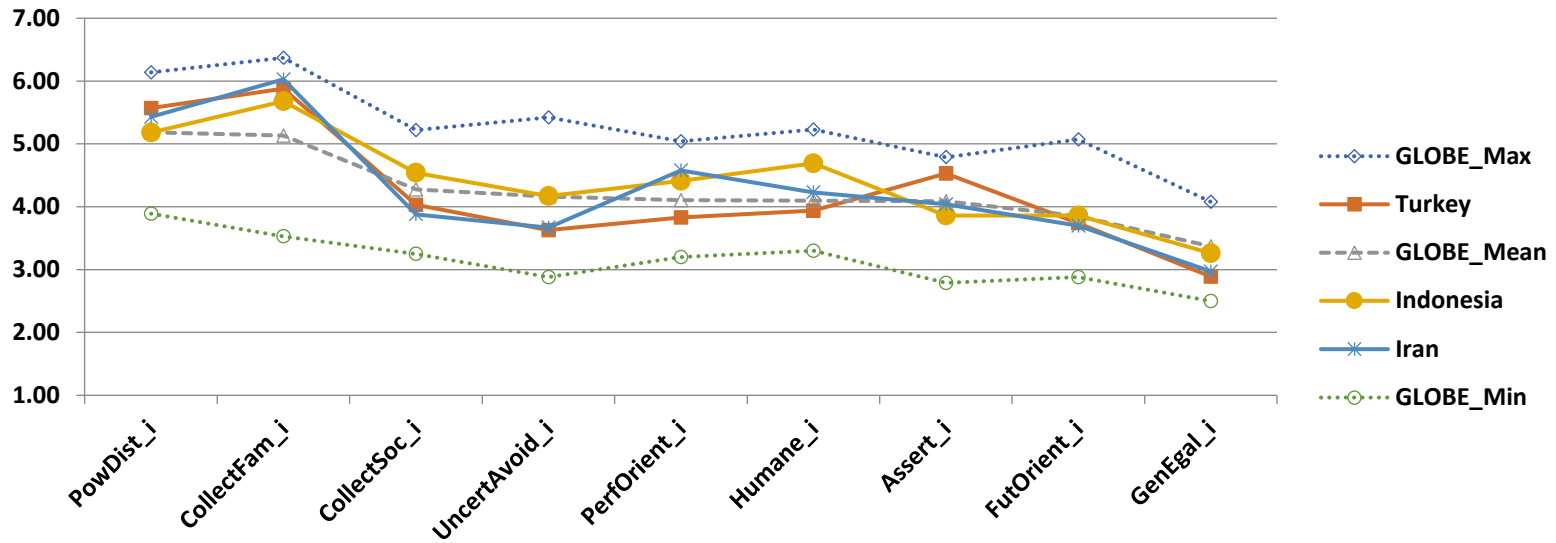
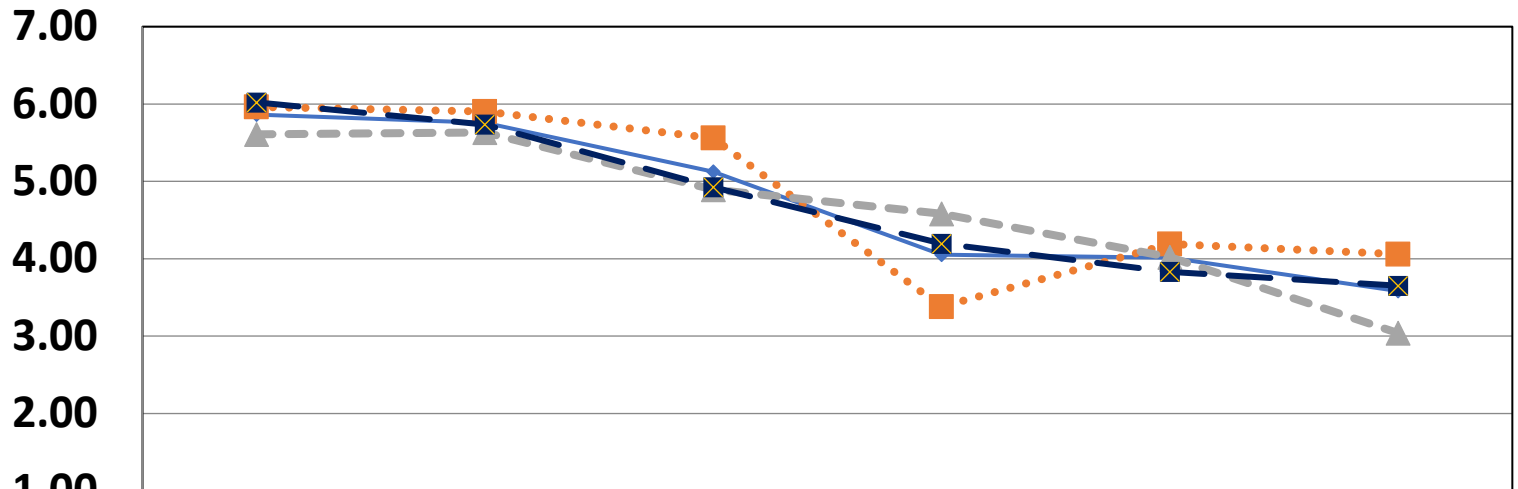




Chart of comparison of GLOBE second order leadership dimensions for sample countries

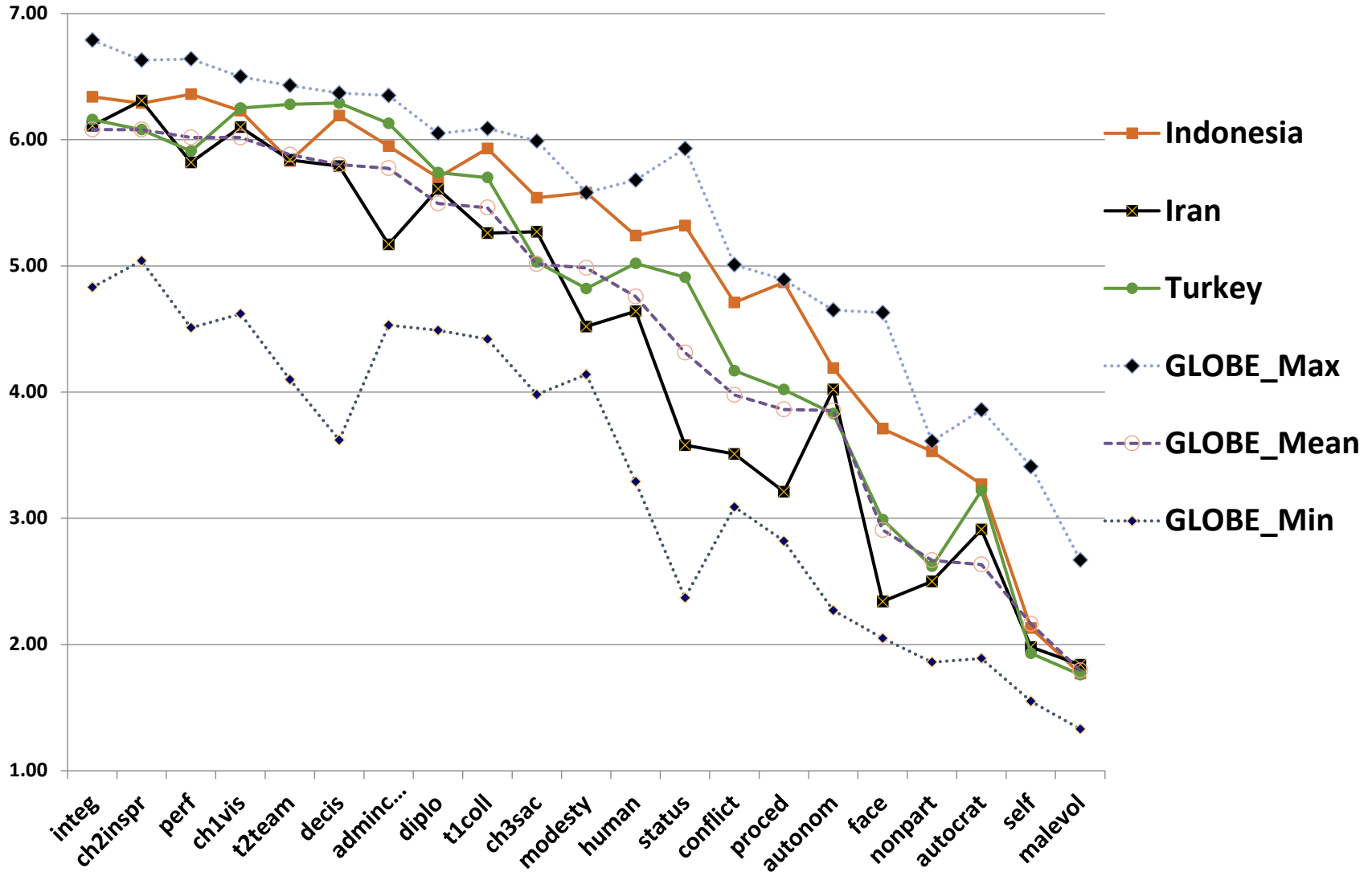
Second Order Leadership Means



	Charisma tic: rank=1	Team- orient: rank = 2	Humane: rank =3	Participa tive: rank-=4	Autonom ous: rank=5	Self- protec: rank=6
—◆— Grand_Average	5.86	5.76	5.13	4.05	4.01	3.58
··■·· Indonesia	5.96	5.90	5.56	3.38	4.19	4.06
-▲- Iran	5.61	5.63	4.90	4.58	4.02	3.04
-■- Turkey	6.02	5.73	4.93	4.20	3.83	3.65



Chart of GLOBE 21 first order leadership dimension means for samples sorted by 62-sample means





Comparison of Expectations from the Literature and Results from Surveys

Leadership Preferences from the Literature	Support From Our Survey Findings
<p>Leaders must demonstrate Islamic morality, as exemplified in the lives of saints and prophets, some of whom are not Muslim.</p> <p>Moral character is developed from contemplation and training.</p>	<p>Supported by our findings that the GLOBE Charismatic/Values Based leadership trait is the highest ranked by all national samples, and Humane Orientation is second-equal ranked.</p>
<p>The values, actions and decisions of leaders chosen by their community must enhance and further the common good.</p>	<p>GLOBE Humane Orientation, ranked second-equal, supports this aspect of leadership from the literature.</p>
<p>Spirituality is an integral component of leadership in Islam.</p>	<p>Not assessed by either project survey.</p>
<p>Individuals are accountable for the leadership model they choose to follow.</p>	<p>Not assessed by either project survey</p>
<p>Justice and mercy are paramount qualities of good leaders.</p>	<p>Supported: Humane Orientation is highly ranked in the GLOBE survey; Consideration and Tolerance of Freedom are ranked in the top half of the LBDQXII dimensions.</p>



Comparison of Expectations from the Literature and Results from Surveys

Leadership Preferences from the Literature	Support From Our Survey Findings
A. The ideal person to lead is perceived to be the most virtuous, and not the wealthiest or most powerful.	Not assessed by either project survey
A. According to Sufism, the actions of a leader are to be repeatedly emulated, until internalized by the other individuals in the community.	Not assessed by either project model



Comparison of Expectations from the Literature and Results from Surveys

Leadership Preferences from the Literature

Support From Our Survey Findings

- A. In a leader, wisdom manifests itself in such virtues as administrative ability, mindfulness, clarity of vision and shrewdness.
- B. The Islamic idea of “subjection of circumstance” is similar to a king responding to and serving the needs of his subjects.
- Leaders are subject to the needs of and, hence, are in the service of their own subjects, because the subjects bestow the power and the right to lead ([Austin, 1980](#), p. 246). In today’s organizational leadership literature the concept of “subjection of circumstance” is similar to the concept of situation-based “servant leadership” ([Greenleaf, 1977, 1998](#)).

The GLOBE first order dimension Charismatic 3- Self-sacrificing is low ranked by all samples.

Supported in part by the GLOBE first order dimension Administrative Competence being highly ranked by all three national samples.



**NATIONAL RESEARCH
UNIVERSITY**

**HSE University-
National Research
University Higher
School of
Economics**

**Department of
Management**

**Faculty of
Economics and
Management**

Saint Petersburg

**The Russian
Federation**