

TALLINN UNIVERSITY OF TECHNOLOGY

School of Business and Governance

Department of Business Administration

Aderonke Bidemi Daramola

**CULTURE OF ORIGIN RELATED EXPECTATIONS OF THE
MULTICULTURAL WORKFORCE ON DESIRABLE
LEADERSHIP STYLE**

(A case study of the Central Kitchen, Vapiano Tallinn)

Master's thesis

INTERNATIONAL BUSINESS ADMINISTRATION, Marketing

Supervisor: Kristel Kaljund, PhD

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I hereby declare that I have compiled the paper independently and all works, important standpoints, and data by other authors has been properly referenced and the same paper has not been previously presented for grading. The document length is 15,477 words from the introduction to the end of conclusion.

Aderonke Bidemi Daramola

.....

(Signature, date)

Student code: 196393TVTM

Student e-mail address: addara@ttu.ee

Supervisor: Kristel Kaljund, PhD:

The paper conforms to requirements in force

.....

(Signature, date)

Chairman of the Defence Committee:

Permitted to the defence

.....

(Name, signature, date)

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ABSTRACT

The world is increasingly becoming smaller and multicultural thanks to advances in information communication technology, transportation and ease of movement, and the economic inequalities around the world. These advances and societal factors have led to a lot of companies employing a culturally diverse workforce. This study therefore seeks to understand the expectations of Vapiano employees of their leaderships, if these expectations are related to their culture of origin and if suggestion can be made on the preferred leadership styles in a multicultural team. For this study, the GLOBE study was used as the primary study literature, and two of the identified clusters in the GLOBE study chosen for this study (the Sub Saharan Africa, and the Southern Asia Cluster). The sample of this study consisted of participants from the chosen clusters- Nigerians, and Bangladeshis. This study was premised on the three-state development sequence. To achieve the objective of this study, a qualitative approach was adopted and all data collected were analysed deductively. Findings showed that employees of Vapiano have certain expectations from their leadership and these expectations are related to their experiences in their country of origin. The findings also showed that the Participative Leadership style is the most appropriate leadership style in a multicultural workforce like Vapiano. It is the recommendation of this study that employees are included in the core decision making process of the organisation if there are to remain productive, loyal and attentive to the needs of the organisation.

Keywords: Culture of origin, Leadership, Preferred Leadership Style, Expectations of Employees.

LIST OF ABBREVIATIONS

CLT- Culturally implied Leadership Theory

HLM- Hierarchical Linear Modelling

ICT- Information and Communication Technology

UAE-United Arab Emirates

US- United States

INTRODUCTION

Leadership is all about ensuring that all the employees and subordinates are working towards achieving the same vision and are motivated and inspired (Guardian 2013). Leadership plays a significant role in the development of a market-oriented labor force and even in the adopted organizational culture (Chiou, Chang 2009). In the service industry, according to Yee et al. (2011), one of the major challenges faced is ensuring that service employees are motivated and can deliver high-quality services to their customers.

The world is increasingly becoming smaller and multicultural thanks to advances in information communication technology, transportation and ease of movement, and the economic inequalities around the world (Javalgi, Martin 2007). These advances and societal factors have led to more companies employing a culturally diverse workforce. This cultural diversity, while allowing for diverse thoughts, ideas, as well ensuring that the diverse needs of a very diverse customer base (which is also made possible by increased migration around the world), also come with its own sets of challenges. Numerous studies around the world have tried to understand how culture impacts leadership style (Haire et al. 1966; House 2004; Nazarian, Atkinson, 2013), others have sought to understand how different cultures perceive leadership and how their cultural background influences their expectations in the workplace and from leadership (House 2004). However, very few have examined how the cultural backgrounds of individuals influence their preferences and expectations of leadership style when working in a foreign country. The service industry is increasingly becoming more internationalized and therefore firms depend on adaptability and flexibility that requires managers to possess the right leadership style to cope with the different and often conflicting values and cultural systems that are bound to exist in a multicultural workforce (Byrne, Bradley 2007). The implication is that there is a tendency for clashes in ideologies and beliefs to exist when an employee is from a different cultural background as an employer and this can significantly impact their ability to perform optimally.

Research Problem

Multiculturalism and other forms of diversity should ideally allow for a richer mix of ideas that should support better efficiency and productivity in the workplace if properly managed. Studies by Byrne and Bradley (2007) have shown that multiculturalism can have a positive impact on leadership and productivity.

The reality is that most organizations do not take into consideration the cultural make-up of their workforce when developing policies, which in turn has led to only conflict and inefficiencies in the workplace. Trompenaars and Hampden-Turner (2014) explained that one of the most difficult barriers to break in the work environment is the issue of cultural differences because they are not properly managed. Nigeria, Bangladesh, and Estonia all have strong and vibrant cultures that are similar in some ways but unique in others. Because of these differences, when working together in the workplace, cultural differences can interfere with their productivity and cohesion. This study, therefore, aims to find out how Nigerian and Bangladeshi employees' cultural backgrounds impact their expectations of leadership in a culturally Estonian dominant workplace.

To achieve the aim of this study, the following research questions shall be answered:

1. What are the expectations of the Nigerian and Bangladeshi nationals, who are employees of the Central Kitchen, Vapiano Tallinn branch, about leadership styles?
2. What is the relationship between the expected style of leadership from the identified group of employees and their cultures of origin?
3. What are recommendations from Nigerian and Bangladeshi employees that can be used to enhance cultural diversity based on their identified preferred leadership styles?

Significance of the study

At the end of this study, the findings should reveal the difference in leadership perception by employees from Sub-Saharan Africa and Southern Asia. Also, the findings should reveal how these identified differences or similarities influence their efficiency in work and their desire to work. Furthermore, recommendations on the most suitable leadership style will be proposed and discussed. The findings and recommendations will help employers of labor in the

multinational sector in a multicultural setting to understand the role culture plays in employee-employer relationships. Also, the findings should help employers be more sensitive to their employees and will guide how company policies and regulations that consider religious, cultural, and racial diversity, are developed.

Perhaps, most importantly, the findings of this study will shed light on the marketing advantage a multicultural workforce can have on a business that serves a diverse customer base. It will help employers of labor understand the need to be culturally competent and multiculturally aware to have a highly optimized workforce and productivity which impacts customer satisfaction in the long run.

Structure of the thesis

This thesis is arranged in chapters, subchapters, and corresponding sections. There are three main chapters in this thesis. The Literature Review, which will include information on the concepts related to the study, the Methodology section that explains the research design for the study, and the Data collection, findings, and discussion sections that where the findings are presented, analyzed and discussed.

Acknowledgments

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1. THEORETICAL BACKGROUND

This chapter contains reviews that are pertinent to the area of research which is the culture of origin-related expectation on the desired leadership style in a multicultural work environment. This section begins with the conceptual perspective which defines and conceptualizes key concepts in the context of this study. The key variables that will be used for analysis are extensively discussed and conceptualized in this section. Following this, a Conceptual framework is developed based on the review of literature carried out in this section. The chapter ends with the chapter summary section that summarises the entire chapter and presents the identified gaps.

1.1. Conceptual perspective

In this section, key concepts and terms are extensively discussed and conceptualized within the context of the present study. By defining these concepts, it will guide readers to understand the study and its conclusions.

1.1.1 Culture

The word culture is coined from the Latin word *colere*, which means to tend to the earth or to cultivate and nurture, and it was first used in the context of human behaviour by Edward B. Tylor in his book, *Primitive Culture* (Tylor 1871). However, the use of the word culture has since developed, evolved, and can be used in various contexts. While there are numerous definitions of cultures, in a general sense, culture is a way of life among people with shared values. One of the key elements of culture is a shared value or principle. Kluckhohn (1951) defines Culture to be an accumulated and conveyed pattern of common meaning, emotion, and action that reflects a distinct community of individuals. Trompenaars and Hampden-Turner (1998) define culture as “how a group of people solve problems and reconcile dilemmas.” Hofstede (2010) explains culture as the programming of the mind which differentiates one group or team from another. House et al. (2004) define culture as shared motives, principles, convictions, personalities, and perceptions or definitions of important events that arise from shared interactions of members of collectives through centuries. A theme that exists from the

listed definition is a behavioural component of culture. That a person's culture can influence, shape, or drive their behaviour, attitude, and perception. Also, the definitions identify that it is learned over an extensive period, hence it is entrenched in all aspects of life including a person's emotions.

Trompenaars and Hampden-Turner (1998) explain that culture can be identified in different contexts and settings such as the national culture and/or organization culture. Also, individuals and groups can develop their own culture within or outside of the national or organizational culture. This study however focuses on national culture within an organization and the implication on the perception of leadership style. National culture, about the GLOBE study, is described as the "shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations" (House et al. 2004). This definition was adopted for this study.

1.1.2 Leadership

The history of the term leadership can be traced far back as 200 years ago. It was first used in the British parliament on control and political influence (Bass 1990; Dorfman 1996). Though this subject and field are one of the most researched, it is safe to say that there is no universally accepted definition of the term.

Defining leadership can be tricky and when the element of culture is added, it makes it even more complicated. Muczyk and Adler (2002) define leadership as the process or situation where a person influences group members, usually the leader, toward the achievement of the group's goal or that of the organization. This means that leadership entails giving direction and motivating the followers to ensure that desired behaviours and goals are realized. The GLOBE study by House (2004), defined 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 (p.3)

Spillane (2006) explains that leadership includes all

activities tied to the core work of the organization that is designed by organizational members to influence the motivation, knowledge, or practices of other organizational members (p. 57).

Yukl (2011) on the other hand defines leadership as the influence “exerted by one person over other people to structure the activities and relationships in a group or organization (p.11).

The above-mentioned scholars all define leadership from a position of influence which contrasts with how it has been defined by Haslam (2002) who defined it from the relationship point of view; according to him, leadership is the relationship that exists between the leaders and followers, and he explains that leadership is not about the leader and follower themselves.

This study shall adopt the definition as proffered in the 2004 Globe studies. This definition was chosen because it focuses on the effectiveness and success of the organization and not necessarily on the relationship between the leader and the subordinate as suggested by Haslam (2002). This is relevant because this study is carried out within the context of employees working for an a-for-profit organization in Estonia and therefore are primarily concerned with the financial wellbeing and sustainability of the organization. Therefore, a definition that considers leadership from the ability to ensure optimal productivity from its employees is more appropriate in the context of this study.

1.1. The Three-State Development Sequence- A review

This study was guided by the three-state development sequence. This sequence includes awareness, knowledge, and skills and is based on the work of Sue and Colleagues (1982) to develop interculturally skilled counselors. The sequence provides the foundation for creating and ensuring multicultural awareness, knowledge, and skills. Bhawuk and Brislin (1992) suggested that to effectively work in another culture, one must also be interested in other cultures, notice cultural differences, and also be willing to change one's behaviour as a way to show respect for others cultures. If leaders are culturally aware and tolerant, their competency will be improved.

This model suggests that the following steps are taken to ensure a culturally aware leader. First, there is a need to audit the assumptions being made by leaders. By doing this, one can help increase their level of cultural self-awareness between the leader and followers. Secondly, there is a need to document facts and knowledge about different cultural groups within an organization to improve comprehension about different cultures and proffer solutions to problems within its cultural context. For instance, it might be cultural taboo for a student to call his lecturer by name in Nigeria, but this might not be so in America, so when conflict arises when these two cultures clash due to name-calling, leaders that are cultural aware would

be able to address the issue, considering the cultural context of both parties involved. Finally, when leaders are culturally aware and have a high comprehension of different cultures, they will be able to also develop appropriate intervention skills that bring about effective and suitable change within an organization that will match the required skills to the cultural context. This is only possible when organizations can consider the cultural differences and find some common grounds when trying to develop an organizational culture.

This model is relevant to this study because it acknowledges the fact that multiculturalism within organizations can be a good or bad thing depending on how it is managed. Sue and Colleagues (1982) explain this in much detail and more importantly show how multiculturalism can be managed to minimize conflict and increase productivity in a culturally self-aware organization. This study looks at how national culture impacts employees' expectations of leadership style, and also the expectations of the leader on employee's behaviour which is implied. This model will help in making recommendations concerning the outcome of a clash in cultural expectations on both the part of the leader and their followers or employees.

1.2. Overview of the GLOBE study

The foundation for most contemporary studies into culture and leadership was the GLOBE, which was started in 1991 by Robert House and soon became a global study on culture, leadership, and organization. It is being carried out periodically, with each time being different from the previous one. The GLOBE's studies have aided the understanding of culture, leadership, and other connecting variables. Additionally, it has created an opportunity for other areas of culture to be studied. For this study, I used the dimensions of culture as contained in the 2004 study on understanding the relationship between national culture, societal effectiveness, and desirable leadership attributes (House 2004). The 2004 GLOBE study was carried out in 62 cultures, involving around 17000 middle managers. Part of the findings includes 9 cultural dimensions that help us compare cultures on dimensions such as performance Orientation, Assertiveness, Future Orientation, Human Orientation, Institutional Collectivism, In-Group collectivism, Gender Egalitarianism, Power Distance, and Uncertainty Avoidance. These dimensions indicate the values that each of the societies in the globe study already has and those values they aspire to have and each of the clusters has different rankings for the dimensions.

1. Performance Orientation: This is explained as the extent to which group members and or employees (in the context of an organization) are rewarded, compensated, or encouraged for a job well done or performance improvement.
2. Assertiveness: This is the degree to which individuals are (and should be) confident, bold, strong-willed, and firm in their dealings and relationship with others or colleagues.
3. Future Orientation: This shows the extent to which individuals are conscious of their plans and goals and take deliberate steps to ensure this happens. Examples of such future-oriented behaviour include planning and investing in the future.
4. Humane Orientation: This is the degree to which individuals are encouraged and compensated (and should encourage and compensate) by a collective for being just, generous, caring, and compassionate towards others.
5. Institutional Collectivism: This is the extent to which organizational and societal institutional practices encourage individuals to be integrated into groups and organizations.
6. In-Group Collectivism: The degree to which individuals express (and should express) pride, loyalty, and cohesiveness in their organizations or families. This shows the difference between individuals who are in groups and those who are not.
7. Gender Egalitarianism: This is the degree to which gender inequality and issues relating to gender inequality are reduced to the nearest minimum.
8. Power Distance: The extent to which the community accepts and endorses authority, power differences, and status privileges.
9. Uncertainty Avoidance: This is the degree to which a society, organization, or group relies and/or should rely on social norms, rules, and procedures to make better the uncertainty of future happenings. It is believed that the greater the desire to avoid uncertainty or unexpected future happenings, the more will people seek to ensure that things are done in the appropriate and orderly way.

The study shows the different relationship between how achievements are measured in the society and the several cultural dimensions there are, and also confirms that there is a firm cultural basis for how societies generate wealth and also take care of their members (House 2004). It is also mentioned that some cultural dimensions are universally desirable while some are not. Cultural dimensions like performance orientation are universally desirable while dimensions like power distance are universally perceived as undesirable (Ibid.). The usage of

existing literature to develop a conceptual clustering of societies was adopted and empirically validated.

There are some similarities between the GLOBE study and that of Hofstede (1980). Out of the nine cultural dimensions mentioned in the GLOBE study findings, six of them had their origins in the dimensions mentioned in Hofstede's findings. Power Distance and Uncertainty Avoidance match the exact label in Hofstede's findings, Collectivism in Hofstede has been broken down into two different parts: Institutional Collectivism and In-Group Collectivism. Hofstede's Masculinity dimension birthed Gender Egalitarianism and Assertiveness and this is because these two variables/dimensions were the core of Hofstede's Masculinity Gender Dimension. Grouping the Masculinity dimension into Gender Egalitarianism and Assertiveness has aided the understanding of the idea of Masculinity and also eradicates the confusion created by Hofstede's measure. Kluckhohn and Strodtbeck's past, present, and future orientation dimensions gave birth to GLOBE's Future Orientation, while McClelland's (1961) study on the need for achievement is used as the basis for Performance orientation. (Ibid.)

Lastly, the Human Orientation Dimension has its roots in studies by different scholars; Kluckhohn and Strodtbeck (1961) study of Human Nature (essentially good or bad), the study of Civic Society by Putnam (1993), and lastly, McClelland's (1985) work on the Conceptualization of the Affiliative Motive. (Ibid.)

The GLOBE project also measured the cultural dimensions in the two available categories of culture; *Culture "As Is"* and *Culture "Should Be"*, with the former referring to values, norms, identities, beliefs, and ideas that are peculiar to a particular group or society while the latter means the practices of entities i.e. the way different entities like school, organizations, families, economic and legal system conduct their affairs. (Ibid.).

One of the major findings of the GLOBE study was the development or identification of the leadership dimensions. According to House (2004), the six global leadership dimensions are:

1. Charismatic/Value-Based Leadership: This dimension represents the willingness of others to encourage, empower and predict high-performance results based on deeply held core values. Charismatic/value-based leadership has six primary dimensions and they are; Visionary, inspirational, self-sacrifice, integrity, decisive, and performance-oriented. These are

the characteristics that need to be present for one to be able to say they possess a charismatic leadership style.

2. **Team-Oriented Leadership:** This emphasizes team building and the ability to achieve a common goal as a team. In this global dimension, five primary dimensions are included, namely, Collaborative team orientation, team integrator, diplomatic, malevolent, and administratively competent. If these dimensions are not present, then it cannot be said that an individual possesses this leadership style.

3. **Participative Leadership:** This shows the extent to which others are involved in the decision-making of the organization. It includes two primary leadership dimensions and there are; non-participative and autocratic.

4. **Humane-Oriented Leadership:** This embodies everything that speaks empathy. It shows supportive and considerate leadership and consists of compassion and generosity. The primary leadership dimensions contained under this global dimension are modesty and humane orientation.

5. **Autonomous Leadership:** Refers to the qualities of autonomous and individualistic leadership. It is evaluated by a single primary leadership component, called autonomous leadership, which is composed of individualistic, independent, autonomous, and unique qualities.

6. **Self-Protective Leadership:** This has some paternal attributes. Its main objective is to ensure the safety and security of the individual leader and their team through status enhancement and face-saving measures. It comprises five primary leadership dimensions- self-centered, status-conscious, conflict inducer, face-saver, and procedural.

From the foregoing, it is clear that there are numerous approaches to understanding the concept of leadership with different scholars having different and sometimes overlapping perspectives on the issue of leadership. Understanding these different approaches to leadership is pertinent to this study because it enables the researcher to differentiate between leadership styles and be able to categorically ascertain that the cultural backgrounds of employees play a role in their preference of leadership style of their bosses.

1.2.1. The GLOBE study Report of Sub-Saharan Africa, and the South Asian Clusters on cultural dimensions.

In this study, the researcher compared two countries, namely Bangladesh and Nigeria, from the South Asian and Sub-Saharan clusters respectively. Bangladesh was not specifically mentioned or considered in the GLOBE study of 2004, however, other scholars that have focused on the culture of the South Asian region have concluded that Bangladesh shares a lot of commonalities with India and other South Asian countries. According to Mundi (n.d.), South Asian countries share a lot of similarities, especially in how they express themselves artistically. Looking at art (which reflects culture) from Bangladesh, it would be near impossible to differentiate it from those in India or Thailand. It was therefore based on this premise and the fact that Bangladesh is geographically located in the South Asian region on the world map that the researcher opted to categorize Bangladesh under the South Asian clusters in the GLOBE study. These clusters were specifically selected because they are distinct and unique from one another, both culturally and geographically. By using two cultural groups that are distinct by race, geographical location, religion, and culture, this study was able to conclusively determine the role of culture in employees' preferred leadership style of their bosses in the place of work. The selected clusters are discussed below.

The Sub-Saharan Africa Cluster

The Sub-Saharan Africa cluster covers countries like Namibia, Zambia, Zimbabwe, Nigeria, and South Africa (Black sample). When it comes to societal cultural practices, these societies rank high on In-Group collectivism and Power Distance (which refers to the extent to which these societies accept and support status privileges, power, authority, etc) and rank mid-range on Uncertainty Avoidance, Performance Orientation, Institutional Collectivism, and Assertiveness. When it comes to the Humane Orientation dimension, this cluster ranks slightly higher than the average score and ranks low on Gender Egalitarianism. In all, societies belonging to this cluster, value and maintain closely knitted family relationships, and they show high pride and loyalty in organizations and families. In the area of “should be” societal values i.e. the societies' expectations in terms of societal values, the societies in this cluster desire to rank higher on Performance, Future-Orientated, and Humane Orientated dimensions. These societies desire a slightly higher ranking on Gender Egalitarianism and a lower ranking on Power Distance. Talking about the leadership dimensions of the Sub-Saharan African Culture, the Charismatic/Value-Based, Team-Oriented, and Participative Leadership

dimensions are seen as the most contributing to the effective leadership of this cluster. According to the findings of the GLOBE study, the best leader for this cluster would be one who is charismatic, team-oriented, and possess participative behaviours. (Ibid.)

Nigeria was selected under this cultural cluster. Nigeria is a geographical entity found in the Western part of Africa with a population of over 200 million people. The Nigerian state is a colonial concoction and a product of ‘historical accident’ (Orngu 2016) that came about from the European adventure into Africa which resulted in the colonization of most of Africa.

Nigeria has over 250 different and unique ethnic groups all with their language and heritage. However, the 3 major ethnic groups in Nigeria are the Hausa, Yoruba, and Igbo. Apart from these three ethnic groups, Nigeria has other notable ethnic groups spread across its two major geographic divides – North and South. Some of the notable ethnic groups with a significant number of indigenes in the North, include Kanuri, Fulani, Tiv, Nupe, Idoma, Igala, Igbira, Jukun, and Berom. In the southern part of Nigeria, some of the notable ethnic groups include, the Yorubas, Igbo, Benin, and Itsekiri.

The Southern Asia Cluster

Under the GLOBE study, the Southern Asia cluster consisted of India, Indonesia, Iran, Malaysia, the Philippines, and Thailand and even though Bangladesh was not listed, it falls under this cluster because of its geographical location. Bangladesh was not specifically mentioned or considered in the GLOBE study of 2004, however, other scholars that have focused on the culture of the South Asian region have concluded that Bangladesh shares a lot of commonalities with India and other South Asian countries. According to Mundi (n.d.), South Asian countries share a lot of similarities, especially in how they express themselves artistically. Looking at art (which reflects culture) from Bangladesh, it would be near impossible to differentiate it from those in India or Thailand. It was therefore based on this premise and the fact that Bangladesh is geographically located in the South Asian region on the world map that the researcher opted to categorize Bangladesh under the South Asian clusters in the GLOBE study. The societies that are under this cluster have different cultural practices when compared with some other clusters. These societies rank high on In-Group Collectivism, Power Distance, and Humane Orientation dimensions. With the high ranking on Power Distance, it means that these societies do not expect an equal distribution of power among the members of the society, while High Humane Orientation, means that these societies

show encouragement towards and reward those who are fair and caring to others. This cluster ranks low on Gender Egalitarianism but is highly family and group-oriented, humane, male-dominated, and hierarchical. For dimensions like Performance Orientation, Future Orientation, Uncertainty Avoidance, and Institutional Collectivism and Assertiveness, this cluster ranks averagely. As for societal values, there is a distinct variation between what is being practiced currently. Hence, this cluster has a high desire for Performance Orientation and Future Orientation and wishes to maintain its high ranking on In-Group Collectivism. Also, they desire a lower ranking on Power Distance and a high ranking on Uncertainty Avoidance. In comparison with other clusters, they desire to maintain their high ranking on In-Group Collectivism and increase their ranking on Institutional Collectivism. They desire a lower ranking of Power Distance and when comparing their societal values and practice and in addition, they also desire to be more Performance and Future-Oriented. Furthermore, these societies want more established norms and administrative practices to prevent uncertainties in future events, as well as less male dominance and gender role differences. Talking about the leadership dimensions of the Sub-Saharan African Culture, the Charismatic/Value-Based and Team-Oriented Leadership dimensions are seen as the most contributing to the effective leadership of this cluster. The implication of this is that societies in this cluster prefer leaders who are visionary and inspirational, who possess high integrity, and are willing to make sacrifices. Overall, an ideal leader for this cluster would be someone who possesses charismatic, team-oriented, and humane leadership behavioural attributes. Such a leader would also exhibit relatively high levels of self-protective behaviour, but would not be known for high levels of participative leadership. (House 2004).

From the foregoing, it is clear that the Bangladesh and Nigerian cultural clusters have different expectations for leadership and different perceptions of what the ideal leader should be and the qualities such a leader should possess. This is a good starting point for the study, as it establishes the expected leadership style of Nigerians vis-à-vis the expected leadership still of Bangladeshis. By identifying the expectations of these different clusters as determined by the GLOBE study of 2004, this study will be able to confirm the findings of this study when these two cultures are placed in a unique third cultural environment. Will the expectations for the Nigerians and Bangladeshis still hold through when they are placed in a different environment? This is one of the many findings this study seeks to establish.

1.3. Leadership and Culture

In recent years, the concept of leadership has been mostly studied from the point of view of the dynamism of the business environment, which is largely attributed to the globalization of businesses around the world. Multinationalism is no longer limited to fortune 500 companies, some and average companies around the globe are increasingly becoming more culturally diverse and multicultural.

Haire et al. (1966) conducted a study where data was gathered from about 14 countries to identify the similarities and differences in how managers think. The findings of their study show that managers in different countries and of different cultures differ largely, especially in the aspect of how involved their followers are in the affairs of the organization to how much they allow their subordinates to function independently. In their comparison of the autocratic vs. group-oriented leadership styles, they claim that whichever style a leader adopts, there is a 28% probability that the leader's culture influenced it. Therefore, Haire et al. (1966) explain that difference in culture or national difference contributes a great deal to the behaviour of the managers/leaders. The authors point out that although national differences may exist, there also appears to be a strong tendency for managers across the globe to express similar beliefs about management. Even though they believe that cultural or national differences play a major role in the behaviour of the leaders, they also argued that some similarities may exist in the way managers view and define management globally. The understanding of values, perception, knowledge, and attitudes of management are not peculiar to a single nation, but rather, are considered universal (Haire et al. 1966)

Sadler and Hofstede (1976) conducted a study on employees' perception of leadership styles and their preference in an international company. For this study, 46 countries were sampled and the findings showed that there is a difference in the behaviour of a boss-cantered leadership to subordinate-cantered leadership. This shows the degree to which the authority of decision-making rests in the hands of the employees or the manager. Therefore, as force shifts from the boss-cantered leadership style, the amount of control possessed by the leader reduces and the subordinates/employees get the upper hand. The findings from this study show that there are certain variations in employee responses in various countries, and these variations are more evident in which leadership styles they prefer than their impressions of real leadership behaviour (Sadler, Hofstede 1976).

House (2004) in the analysis of the GLOBE Study on leadership attributes and their relationship to societal culture, identified a total of 27 leadership dimensions, out of which 21 are primary leadership dimensions, while the remaining 6 are global leadership dimensions. From these, approved leadership profiles are created around 10 cultural clusters, which, in essence, follow from the creation of culturally implied leadership theory (CLT). The authors are also able to note those attributes of leaders that are universally desirable and undesirable. The Hierarchical Linear Modelling (HLM) was used to investigate relationships at various stages of study using alternative data sources in a manner that removes traditional source bias. The result of the study shows that there are several connections between cultural dimensions, organizational practices, and culturally supported (i.e. CLT) leadership dimensions. When it comes to the relationship that exists between leadership and culture, the scholars were able to identify the cultural dimensions that can better measure the culturally implicit leadership theory dimensions and measure the varying strength of the relationship between each cultural component to each CLT dimension. For example, an organization that prioritizes high-performance orientation wants a leader that is charismatic, team-oriented, and participatory. (House et al. 2004)

Nazarian and Atkinson (2013) examined the relationship between national culture and leadership style in the private sector. The leadership styles employed in this reason were Transactional, Transformational, and Passive leadership styles, and the Avolio and Bass instrument was adopted for this purpose, while the cultural dimensions (Individualism, Power Distance, Uncertainty Avoidance and Masculinity) as given by Hofstede (1980) were employed, by using the Dorfman Howell instrument. The results of the study show that all the dimensions of national culture have a distinct relationship with transformational and transactional leadership styles which confirmed some of Hofstede's findings on the relationship between the culture of origin dimensions, like the negative relationship between power distance and individualism, or the positive relationship between uncertainty avoidance and masculinity. Even though the research aims of Nazarian and Atkinson (2013) are similar to that of this project, adapting its findings may not be entirely advisable since the societies under study are different, and additionally, this project draws its cultural dimensions from the GLOBE Project and not from Hofstede. The shortcoming of this study is that it focuses on a particular culture, hence the reason why its finding cannot be adapted to another culture.

From the foregoing, it is clear that there is indeed a relationship between cultural background and leadership style. However, most of the research on leadership focuses on the leader himself and studies everything from the perspective of the leader. Just about a fraction of these studies explore leadership from the follower's perspective or point of view, especially as it concerns the followers' leadership style preference. Another major challenge is the unavailability of studies exploring the cross-cultural perspective of leadership, hence, one of the reasons for the direction of this study. Another obvious gap identified in the course of this review is the fact that there no study has sought to compare the South Asian and Sub-Saharan Africa cultural clusters, specifically looking at Bangladesh and Nigeria. This study, therefore, contributes to scholarship in this area of study by addressing this gap.

1.3.1 Leadership in multicultural organizations

One of the many implications of globalization is the fact that the economic and management impact of national culture has become the centre of much attention in academic and management literature. Globalization is understood as the process through which borders are weakened between states which in turn leads to an intensification of the flow of people, capital, technology, services, and ideas between them (Daft 2002). With the increase in the influx of people and ideas across the border thanks to globalization, companies are at an ever-increasing level of exposure to different national cultures and thereby need to introduce multiculturalism in their management strategy if there are to remain relevant for much longer. National culture imposes certain beliefs, norms, assumptions, and attitudes on its members and their impacts on how they understand and process realities and their behaviours within such realities. Hofstede (2001) defines national culture as “mental programming” which he explained as the pattern of thinking, acting, and feeling that people acquire during their childhood and then apply it throughout their lifetime. Janićijević (2013) defines it as several assumptions, attitudes, norms, beliefs, and values that manifest themselves through symbols developed by the community or national community which helps its members make meaning of the world around them and how to behave and survive in their community.

Companies and organizations around the world face issues surrounding cultural differences both from outside and within their respective organizations (Dessler 2013). Companies that function or exist in multicultural and multi-ethnic markets are often presented with the problem of servicing customers with significant differences in beliefs, values, and assumptions, which also impacts what they need and how they will respond to services and certain stimuli. Within

organizations themselves, cultural diversity is increasing significantly, even in multinational organizations operating outside of their main country (Thomas, Peterson 2018). In recent times, employees are increasingly coming from different national cultures, carrying with them their own beliefs, values, attitudes, and behaviours. Therefore, a situation develops where a company's staff must work with people from other cultures with completely different assumptions from one another (Hofstede 2002; Sweeney, McFarlin 2015). These assumptions include things expectations in terms of leadership style. For instance, an employee from India might expect a work environment where the leader micro manages everything, whereas the employee that has an American national cultural background, might expect a work environment where he/she is allowed to be creative as long as organizational objectives are met. These are two different assumptions that affect how the employees work and their expectations from the organization. When these cultural differences are not properly handled in the workplace, it can lead to conflicts and constant misunderstanding.

Every organization has its own culture that is mostly an offshoot of the national culture in which they operate (Nikcevic 2014). That is why the way Nestle Foods is run and their organizational culture is quite different from the organizational culture of Nestle Food in the UAE. The US branch of Nestle Foods will be more concerned with issues of affirmative action, gender equality, and Inclusivity, while the UAE branch might not necessarily see those as major concerns. This national culture and norms where organizations operate impact their organizational culture which in turn might also have an impact on the leadership style within the organization. According to Brooks (2006), national culture significantly influences the leadership style of managers. He explained that some national cultures consider the freedom of expression as sacrosanct while others do not. This difference in culture is usually evident in the leadership styles of managers from those cultures/countries.

Leadership is one of the most important topic areas in management and organizational management because leaders are often playing a major role within the organization and their actions can have a lasting effect or impact on the business operations and the overall performance of the organization. Northouse (2013) defines leadership as a process whereby a person influences or motivates a group of individuals to achieve an organizational or common goal. The effectiveness of a leader depends heavily on whether or not there is some common understanding of reality and its objectives. The ability of the leader and their subordinate to find a common ground in terms of culture, values, and beliefs is what gives rise to an

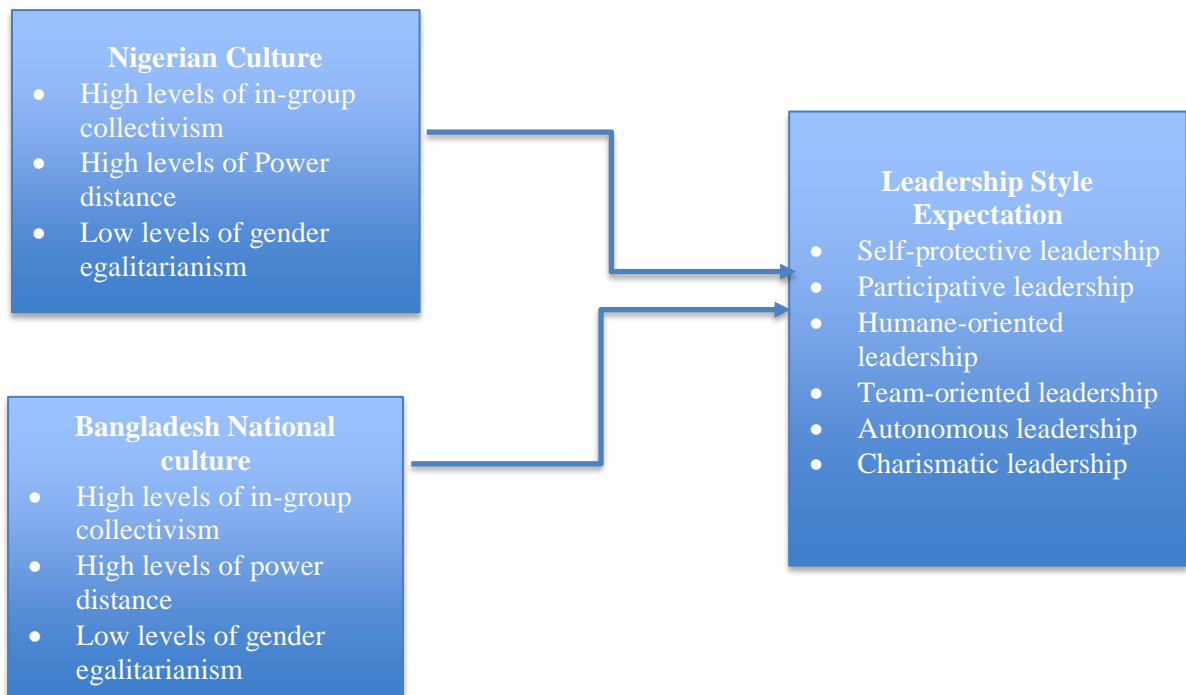
organizational culture that will aid the attainment of organizational goals. This common ground is not necessary for terms of a common language or culture, but more in terms of mutual understanding of the meanings of relationships within the society (Sweeney, McFarlin 2015). Without this mutual understanding, leaders will find it difficult to get their message across and impose their view of their vision to their followers.

Since this understanding of social values and issues is primarily based on the assumptions, values, and beliefs within our national cultures, it is clear that leadership is also based on national culture. Leaders from different cultures are going to lead differently simply because of their different views on the reality in which they live (Jaeger 1986). People that come from an authoritarian culture will expect an authoritarian leader, while leaders from a democratic culture will actively encourage their followers' participation in the decision-making process. In a similar vein, if a leader from an authoritarian culture wants to impose his view on followers from a democratic culture, he/she is going to be met with some resistance in getting anything done.

From the foregoing, certain facts emerge. Firstly, national culture plays a role in determining the behaviour and leadership expected of a people. The implication is that people from a democratic culture for example will also expect their leaders to approach leadership from a democratic perspective. Secondly, national culture greatly impacts organizational culture. Literature, as discussed above, shows that organizational culture is impacted by the national culture in which they operate. Thirdly, both national culture and organizational culture impact the leadership style of the leaders and can also have an effect on the leadership style expectations of the followers within the organization.

Based on the review of literature carried out in this chapter, the researcher developed a framework that pictorially depicts the direction and nature of the study. The framework is detailed below.

Figure 1 Conceptual framework



Source: Adapted from GLOBE Studies by House (2004) and modified by Author (2021)

This framework shows the relationship between national culture and leadership style expectations. National culture in the context of this study considers two specific cultures namely; Nigerian and Bangladesh from the Sub-Saharan and Southern Asian cultural clusters respectively. From the framework above, it is clear that the Sub-Saharan and Southern Asian cultures are very similar. Both of them both have high levels of in-group collectivism, meaning that they are both very highly family-oriented. They also have high levels of power distance, implying that people from this culture believe in the hierarchy of power distribution and do not expect that power should be distributed evenly among everyone in their respective societies. Also, they both share similar levels of gender egalitarianism, implying that both cultures are patriarchal and male-dominated. Differences between these two clusters emerge when their societal values are considered. The South Asian cluster desire a lower level of male domination than their Sub-Saharan cultural cluster who also desires lower levels of male domination but is not as low as those of Southern Asia.

This study posits that the national culture of employees as well their respective societal values from where they come from will play a role in their expectation of the leadership style when they work in a different country outside of their national clusters (in this case, Estonia).

Chapter conclusion

This chapter explored extant literature that is relevant to the understanding of culture, leadership styles, and the relationship that exists between these variables. In this chapter, the researcher has conceptualized key terms that make up the basis for this study, namely; culture, and leadership. Furthermore, it was explained that the three-state development sequence model will guide this study and this model suggests that there is a need to audit the assumptions being made by the leaders within an organization, this should be followed by documentation of facts and knowledge about different cultures and then finally, proffer solutions to dealing with problems within its cultural context.

A critical review of the literature reviewed several gaps. Firstly, the GLOBE study, which is the biggest and most elaborate research into culture and leadership focused mainly on identifying the various leadership styles based on different cultural contexts but failed to explain how cultural backgrounds of individuals influences their expectations of leadership style in the workplace. This is a gap the current study will conclusively address. Secondly, the theoretical review chapter showed a dearth of literature of studies on leadership and culture that focuses on Nigeria and Bangladesh cultures. A deep search of some of the biggest academic databases (EBSCO, ProQuest, Web of Science, Semantic scholars, and Scopus) did not reveal any major studies that have covered this area, especially regarding the perception of culturally different employees and their expectations of leadership style while working in a foreign land (culturally different). By carrying out this study, the researcher hopes to address this gap and contribute to knowledge in this area of study.

Finally, using the information gotten from the literature review, the researcher developed a framework that explains the relationships this study aimed to study. The framework shows leadership style expectations (by employees) and details how different cultures (Bangladeshi and Nigerian cultures) might develop different expectations of what leadership styles organizations need to adopt.

2. RESEARCH METHODOLOGY

This chapter includes sections that describe the methodology used for this study. In specific terms, the chapter begins with an explanation of the research paradigm the study used, as well as the research site where the study was conducted. Thereafter, a section on the study design, sampling and sample size, data collection, and analysis are presented. Additionally, the strategies used to ensure the trustworthiness of the findings are included. The ethical considerations made for this study were included. The chapter ended with a brief discussion on the limitations of the methodology used.

2.1. Research Philosophy

A research philosophy refers to the paradigmatic lens through which a researcher conducts a study (Scott, Morrison 2006). In alignment with the purpose of this study, an interpretive paradigm was employed. Interpretivism is characterized by the subjectivity of knowledge and how knowledge can be explained (Scott 2013). By extension, interpretivism allows for the explanation of the phenomenon from a perspective of social constructs of what truth and knowledge are. In addition, according to Denzin and Lincoln (2011), the purpose of the interpretive paradigm is to understand specific contexts. Interpretivism allows more personalized and adaptable research structures (Carson et al. 2001) that are open to creating meanings in human interaction (Black 2006) and making sense of what is portrayed as reality (Carson et al. 2001). By using this philosophy or paradigm, has allowed the researcher to collect data that seeks to have a deeper understanding of leadership and cultural interferences or effects. This philosophy also allows the researcher to expand knowledge about cultural backgrounds and their impact on leadership expectations by ensuring that participants are allowed to express themselves freely and explain their individual and collective truths regarding the issue under study, and from which interferences and deductions are made. More importantly, interpretivism allows the researcher to understand the interaction between the employees and the employers and how this interaction is influenced by culture, something that might have been more difficult to achieve using a positivism philosophy.

From the foregoing, it is clear that the use of interpretivism was relevant for this study because it provided a platform for the researcher to gain an in-depth understanding of the cultural

perspective of participants from identified clusters about leadership values within the Central Kitchen, Vapiano, Tallinn.

2.2. Research Design and Methods

This study made use of a case study design. The Central Kitchen branch of Vapiano, Tallinn was used as the case study for this study to understand the influence of the culture of origin on preferred leadership styles. According to Stake (1995, xi), a “case study is the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances”. Therefore, this study qualified as a case study because it was bound by the complexity of a single branch of Vapiano in Tallinn. Also, a case study design is particularly useful when the aim is to demonstrate the unique characteristics in a specific case or issue (Bryman & Bell, 2013).

Furthermore, a qualitative research method was used in collecting data that will help in answering the research questions. According to Patton (1985, 1), qualitative research “is an effort to understand situations in their uniqueness as part of particular contexts and the interactions there”. Hence, this method was useful for this study because there was a need to understand the meaning of contextual situations that formed the basis of this study (Merriam 2009; Yin 2014). The contextual situations refer to the influence of the culture of origin on preferred leadership styles among employees of the Central Kitchen in Vapiano, Tallinn.

Since this study aimed at understanding the research object, in this case, Bangladeshi and Nigerian employees in Vapiano, in-depth interviews were more effective at collecting the desired information and allowed the respondents to freely express themselves, which ensured that all pertinent information needed to achieve the research objectives were collected.

The company studied

This study was conducted within the Central Kitchen branch of Vapiano located in Tallinn, Estonia. Vapiano is a German-owned restaurant franchise that has its headquarters in Cologne, Germany. The company was founded in 2002 and derived its name from the Italian words, “va” which means “go”, and piano which means “slowly” in the English language. The company’s slogan is an Italian proverb, “*chi va piano, va sano e va lontano*” which according to Vapiano means that “*Those who have an easy-going and relaxed approach to life, live more healthily and longer*”. The company sells food including Pasta, Salad, Pizza, and Dolci which

means “sweets” in the Italian language. Vapiano currently operates in 6 continents (Africa, Asia, Australia, Europe, North America, South America) and has about 200 restaurants in 33 countries. The company has about 2500 employees who are from different countries and work in branches outside their home countries.

Within Estonia where this study was carried out, Vapiano has 4 restaurants and one central kitchen. This central kitchen is where raw food items are prepared and packaged before they are distributed to the restaurants for preparation. Vapiano branches in Estonia are known for having a multicultural workforce. Specifically, the Central Kitchen branch of Vapiano has 20 employees (7 Bangladeshi, 6 Nigerians, 1 Cameroonian, and 6 Estonians). The majority of these employees are foreigners whose countries of origin are Bangladesh and Nigeria. The researcher chose the Central Kitchen branch as the research site because out of all the Vapiano branches in Estonia, the Central Kitchen has the highest number of foreign employees especially from Nigeria and Bangladesh.

2.3. Sampling and Sample Size

The study population for this study included employees of the Central Kitchen, Vapiano, Tallinn who are not originally from Estonia and are from Nigeria or Bangladesh. The researcher adopted purposive sampling in selecting the case organization.

Five Nigerian employees and five Bangladeshi employees in Vapiano made up the participants of this study.

Socio-demographic attributes of the participants

This study collected data from ten (10) participants. Five were of Nigerian origin and the other 5 were of Bangladeshi origins. They all worked with Vapiano in Estonia. Their age ranged from 25-40 years. All participants had lived in Estonia for at least one year at the time of collecting data and worked with Vapiano for at least 6 months as at the time the interviews were conducted. Anonymisation of key informants was done to ensure that their identities are protected. The participants were coded N and B with ‘N’ standing for Nigerian and ‘B’ for Bangladeshi. So, each respondent was coded N1-5 or B1-5. The 10 participants in this study worked in low-level and middle-level positions at Vapiano. Three Nigerians worked in the kitchen as pasta production chef, one Nigerian worked as a cleaner and one worked as a cook.

Among the Bangladeshi respondents, 2 were pasta production while the remaining 3 worked as pasta chefs and also worked in the kitchen.

2.4. Data Collection

Once potential participants had been identified and confirmed suitable for this study, an email was sent to them informing them about the researcher's desire to interview the subject matter, their expected role, their rights as participants of the study, and an assurance that their identities will be protected and all information received will be used only for this study and nothing more. Participants were informed that by accepting to participate in the study, they are consenting to the study and that the information retrieved can be used as earlier stated. The selection of participants continued until saturation was achieved. For this study, saturation was achieved when 12 individuals had provided information regarding the subject matter. Saturation can be described as obtaining a comprehensive understanding by continuing to sample until no new substantive information is acquired.” (Miles, Huberman 1994 as cited in Etikan et al. 2016, 4)

In line with the purpose of this study, data were collected using a semi-structured interview technique. Semi-structured interviews allow the researcher to discover and explore individual ideas, motives, perceptions, and knowledge about the relevant topics (Creswell 2014). According to Scott and Morrison (2006, 135), semi-structured interviews allow for the interview to “actively [construct] his/her world, and to draw upon the interview text to develop insights into such worlds”. Hence, each participant was allowed to state their opinions on the idea regarding the aims of the study. A semi-structured interview guide (Appendix 1) was used to collect information on the relationship between the culture of origin and expectations of the multicultural workforce on desirable leadership style. The interviews were conducted over Zoom meeting platform due to the current Covid-19 restrictions and out an abundance of caution and lasted on average about 2 hours per participant. In total 25 hours' worth of recording was gotten in the course of collecting qualitative data, spread over 2 weeks. Two weeks were spent collecting the data because of the schedule of the participants, the researcher had to find an auspicious time for all the participants and this proved a bit difficult, hence the length of time taken to collect all data. In line with this technique, the researcher acted as the primary tool for data collection (Merriam, Tisdell 2015). One identified benefit of the

researcher being the tool for data collection which has been noted by Merriam (2009) is the opportunity for the researcher to gain in-depth meaning of the concept being considered through the spoken and unspoken words of participants.

To ensure that the ethics of research are followed and applied in this study, informed consent of the participants was requested from the study participants to confirm their willingness to participate in the study. This was achieved after the researcher explained to them the objectives of the study. The participants were notified of their right to refuse or terminate at any point of the interview. Also, all information provided by each participant was kept confidential. Responses were coded and reported in a generalized manner, without mentioning who said what, except where the participant(s) authorized the use of his or her name. Finally, all quoted, cited, or paraphrased texts from other authors were appropriately cited and referenced.

2.5. Data Analysis Methods

All interviews were recorded using a recording device after seeking permission from the participants. The data from the individual semi-structured interviews were transcribed word for word while retaining the participant's meanings. The transcripts were read and re-read to provide a clear interpretation of the information gathered and to identify code or patterns, as well as to provide preliminary theme classification.

The data collected were analyzed using the directed content analysis technique (DQICA). This technique requires the researcher to begin the analysis by determining a device or coding agenda (Mayring 2000) that guides the entire research journey from data collection to data analysis. In the current study, the coding agenda was gotten from the GLOBE study report (2004 and 2008) and it guided the development of the interview guide as well as the coding of the data for analysis.

The researcher made use of inductive reasoning to analyze the qualitative data. Inductive reasoning can best be described as moving from the specific to the general. Trochim (2006) explains that arguments that are based on the personal experiences of individuals are best expressed or described inductively, while those that are based on laws, rules are often and mostly described and expressed deductively. Since this study and its findings are based on the lived experiences of study participants, the inductive approach is most appropriate. The analysis involved identifying the main variables in the study, operationalizing them (by defining what they mean in the context of this study). The recordings of the interviews were

then transcribed and analyzed using QDA Miner. The transcription of the interviews resulted in 75 pages of transcripts (See Appendix 2 for clickable links to interview transcripts). The data were analyzed inductively, starting with a thorough reading of the transcripts, and then identifying codes from the data. This process led to 13 distinct codes clustered into three (3) broad themes (see appendix 4 for the coding sheet).

2.6. Criteriology

Considering the debate about the reliability of qualitative data, studies must ensure that the data collected, and the conclusion arrived at are reliable (Creswell 2014). Denscombe (2010) suggests that two main questions need to be addressed in social science research when trying to determine reliability, namely, a) are the data valid? and b) are the methods used reliable?

To increase the trustworthiness or reliability of the study findings, the researcher made use of triangulation. Lincoln and Guba (1985) recommend this method and explain that it helps in removing innate bias and subjectivity when carrying out qualitative studies. Triangulation of data helps reduce the threat to the credibility of the data (this is generally referred to as internal validity in quantitative studies. It involves seeking a 2nd opinion or corroborative evidence for any information gotten from a particular source. In this study, care was taken to ensure that every information gotten was validated or corroborated against at least one other key informant. By using a second source or corroborative evidence, the findings and conclusions arrived at can be considered as more accurate, comprehensive, and objective (Creswell 2014). The findings will be more objective because the researcher has ensured that her personal opinions and bias are completely removed in the data collection and analysis stage by ensuring that every data used in this study are corroborated by additional data from a reliable source.

Furthermore, to increase dependability (often referred to as reliability in quantitative research), the researcher provided an audit trail by comprehensively describing how the data used was collected and how the categories/themes were derived. By providing an audit trail, other researchers will be able to replicate the study and arrive at a fairly similar conclusion, this is referred to as external validity in quantitative research.

Finally, to increase conformability (often referred to as objectivity in quantitative studies), the researcher controlled for bias or completely removed bias by regularly comparing the data, searching the literature for other examples of the phenomenon, and obtaining multiple viewpoints about the subject matter being researched (Strauss, Corbin 2008).

3. FINDINGS

In this chapter, the research findings shall be presented, analysed, and discussed. This study sought to find out the relationship between the culture of origin and the expectations of a multicultural workforce on desirable leadership style, using Vapiano, Estonia as a case study. This chapter begins by presenting the socio-demographic attributes of the selected participants who belong to chosen clusters (Southern Asia, and Sub Saharan Africa) for this study. This section is followed by the findings of this study based on the objectives which are to understand the expectations of the Vapiano employees when it comes to the leader's leadership styles; to understand if these expectations are related to their culture or where they come from and to understand if recommendations can be made on the preferred leadership styles that are preferred by Vapiano employees. The themes (Culture and Leadership, Power Distance, Performance Orientation, Uncertainty Avoidance, and In-Group collectivism) used emerged from the Globe study which is the theoretical framework for this study. The themes under each of the objectives are discussed respectively in this chapter.

Expectations of the Multicultural workforce

This study sought to find out the expectations of the different employees from varying cultural backgrounds on the leadership style they will encounter in the workforce. This is premised on the House (2014) study that found out that different cultures have different cultural beliefs which in turn influences their leadership styles. Therefore, this study objective is premised on the assumption that people from certain backgrounds are going to expect certain leadership characteristics when they resume work in a different country.

The findings of the study showed that employees from both Sub-Saharan Africa and Southern Asia rank high on the power distance and generally endorse authority and respects boundaries. They have no problem receiving orders and understand the dynamics between boss and subordinate. When asked questions about how close or cordial they are with their supervisors, a participant explained that:

Well, for me, it's okay, because the reason is getting to know your team members well or the subordinates on a personal level, you know, give them this sense of belonging that oh, this person actually or choose to care, but I

think there should be a line so, that there will not be an invasion of privacy or I mean, there should be a limit (N2).

This sentiment was shared by a different participant from Bangladesh, who explained that

...the thing is, he is my supervisor, not my friend first of all, and I do not think that we have that much of a close relationship to discuss my thing, or discuss his things with me... (B1)

From the foregoing, it is clear that both the Bangladeshi and Nigerian employees share similar sentiments when it comes to relationships with their superiors and how they relate with them. It can therefore be deduced that their expectations in terms of their relationship with the boss (power distance) were one where there are clear boundaries, and everyone knows their place within the relationship. This supports findings by House (2004) who found out that individuals from Southern Asian countries and Sub-Saharan African countries have very high levels of power distance and therefore are more likely to expect clear boundaries between leaders and followers.

The findings also showed that employees from Nigeria and Bangladesh generally expect to be rewarded for a job well done. The type of reward differs from participant to participant, with some favorable commendations, others favoring promotion and financial rewards. Whatever the case, employees from these two cultures expect to be rewarded and recognized when they do a good job. However, it can also be deduced from their feedback that these clusters are not very materialistic as a simple recognition will suffice in motivating them to work even harder. For instance, a participant explained that:

It doesn't [always] have to be the money. It can be like, you know, I received one note that was saying that [B1], you are doing [a] very, very good job, like, what you're doing a man cannot do it. And it was like, Oh, yeah! (B1)

This was supported by B3, who explained that:

Yes, I came here looking for better opportunities and to also study, but for me, money is not everything. I remember my former boss, who always called me names at the slightest opportunity. At a point, I could not take it anymore, not even minding how much he was paying me... I resigned. I am not against being called out for a bad job, but at least when I do something right, the least you can do is acknowledge my efforts.

In the same vein, a Nigerian employee explained that,

Yeah, I think yeah there should be compensation for a job well done you know and then because it is a way of you know motivating, not just the actual individual but others as well to put in their best because there is always a reward for a job well done (N2)

B4 suggested that high performance should lead to an upward review of salaries instead of waiting till after promotion examinations. This contrasts with what is currently in effect in their organization, as there is a stipulated examination all employees must write and pass if there are going to be promoted. Employees from Bangladesh found this highly inappropriate and demotivating.

From the foregoing, it is clear that all the participants want is fair treatment and fair reward for services rendered. No one was asking for a house, car, or Rolex watch, they just want their efforts recognized and rewarded. This finding is in line with those of House (2004) who stated that individuals from Sub-Saharan Africa and Southern Asian clusters share have a moderate level of performance orientation. Conversely, the findings do not fully support GLOBE's (2004) findings which stated that both Sub-Saharan and Southern Asian clusters desire lower ranks in power distance. From the findings, it is clear that employees from both clusters are perfectly fine with existing boundaries between employee-employer relationships. From the foregoing, it can be deduced that the employees (from both clusters) generally expected a fair reward for services rendered and recognition of their hard work in form of commendation, promotion, and recognition.

In terms of the expectations of the foreign workforce in terms of leadership style in Vapiano, the data shows that both Nigerian and Bangladeshi employees prefer rules and order. Their responses emphasize the need for structure and predictability in outcomes based on inputs. All participants in this study suggested that they prefer some level of predictability in management style and responses. However, there was a general perception that too stringent structures can be stressful for the employees.

For instance, N1 explained that deadlines and timeframes can be stressful. In a similar vein, N5 stated that,

Any job that requires you [to] have to meet the targets is stressful and because you are being linked up to other departments (N5).

A participant suggested ways to improve the current structure (at Vapiano) but made it clear he was not against structure but felt these structures and rules can be adjusted in a manner that benefits both the employees and employers. He stated that:

Yes, I will want more break time, but you get more break time if you're working longer hours. Like for instance, if you're working for 8 or nine hours a day, you will get a thirty-minute break. I think for me if it's moved for like 45 minutes and if you're doing long hours above nine hours, maybe you can get one hour thirty minutes break. because trust me, thirty minutes can be very short. It can be like five minutes (N3).

From the foregoing, it is clear that most of the participants are not against structure but find it stressful when these structures are rigid. It can therefore be concluded that there is a low to medium level of uncertainty avoidance among participants of the study. The findings of this study support those by House (2004) who suggested that people from Sub-Saharan African and Southern Asian clusters have medium levels of uncertainty avoidance. It can therefore be concluded that employees from Bangladesh and Nigeria expect that organizations and companies should have rules and regulations guiding employees' activities and setting goals and targets to measure performance.

Finally, findings of this study in terms of the expectations of employees on leadership style found out that the majority of the participants want to identify and have pride in their jobs and organization, but the current work environment makes it difficult for them to properly identify with their organization and co-exist in a friendly manner with their colleagues. The data shows that these employees (Nigerians and Bangladeshi) prefer to work in a company they can be proud of and the most suggested ways for their organization to increase employee loyalty and team spirit within the organization and the workforce.

A Nigerian employee from Vapiano stated that;

I think it will go a long if the company, you know, tries to start organizing, you know, anything that will bond the employees together, not just maybe once a year, like maybe it could be quarterly, you know, it could be regular (N2).

When asked about their preference to work alone or in a team, B3 and N4 both explained that working in a team is much better than working individually. B3 further explained that working in a team allows one access to a lot of different ideas which in turn ensures solutions to complex issues are more easily had.

The findings support those of Hofstede (2002), Sweeney, and McFarin (2015) who stated in their various studies that employees are increasingly coming from different national cultures, carrying with them their own beliefs, values, attitudes, and behaviours. They proceed to explain that some of the assumptions held by foreign employees or a diverse workforce come in the form of their expectations in terms of leadership style. The conclusions derived from these two studies show and support the fact that the expectations of employees (in terms of leadership style) are greatly influenced by their cultural backgrounds and country of origin.

From the foregoing, it is clear that the participants mostly favor an organization that supports teamwork and team bonding, something they think is lacking in their current organization. Given this, it can be deduced that both Southern Asian and sub-Saharan African clusters (in this study) have high levels of in-group collectivism and favor relationships over individuality.

Relationship between the expected style of leadership from the identified group of employees and their cultures of origin.

This study also sought to find out how the cultural origins of individuals influence their expectations of leadership styles in their workplace. To address this objective, the researcher asked questions related to this and then proceeded to analyse the responses gotten. Certain themes emerged in this analysis that reflects or mirror the cultural dimensions as researched by House (2004). The findings showed that participants from Sub-Saharan Africa and Southern Asian clusters generally exhibited the behavioural and cultural traits as suggested in the Globe studies of 2004. Both of these cultures share a lot of similarities in terms of their levels in the different cultural dimensions and these similarities are evident and reflected in the findings of this study.

For instance, B2 explained that she would not confront her boss or express disagreement because it was against her culture. she stated that:

And she didn't know because I didn't tell her. In my culture, it's /.../ How can I say that? You don't confront your boss. It's very, very impolite (B2).

N5 disagreed with this sentiment, he explained that disagreeing with one's boss is not rude, but rather a way to express your displeasure at something. He stated that:

Some people, maybe they feel expressing your disagreement feel offensive or afraid of being sacked, or maybe being query, I think as [a] person you

own this argument is to show the person that this thing you're doing is not right, you have to look and try to adjust it. So, it depends on the person.

The sentiment shared by N5 who is from Nigeria shows a bit of disconnect from their Southern Asian counterparts. However, this is a sentiment that was not generally shared by other Nigerians interviewed in the course of this study.

A different Nigerian employee explained that:

For me, I do not think it is proper to talk back to your boss. Yes, you can let them know that you are unhappy, but you should know that if you truly need your job, there is a way you talk and know the line not to cross. When I first got to Europe and saw how people freely expressed themselves, I was shocked, because this is not something I was used to backing home (N2).

This sentiment is shared by other Nigerians, who all felt that limits and boundaries should be respected no matter how angry you are or how angry your boss made you feel.

Yet another Nigerian employee explained that he prefers a leadership style where the leaders are interested in the wellbeing and progress of their subordinates, stated that:

... I always feel that it must come from inside, that you just have to feel others and to protect others, to be humble with others and I would say that I don't know, but I just say that maybe it is like to lead until the achievement and to have the patience to go at the end of the thing (N1)

A Bangladeshi employee, on the issue of power distance and relationship between boss and subordinate, explained how her culture influenced her expectations when she first got to Europe. She explained that:

I came directly from my country to Estonia and it was my first time outside of Bangladesh. So, on arriving as a student, I was first surprised by how very different things were here as compared to back home. When I got my job, what I expected was an aloof and distant boss, but that was not my what I met. My boss was very kind and cordial and I initially felt a bit out of place, but I later got used to it (B3).

In a similar light, B5 also shared similar experiences, she explained that:

...I was like, I don't know when, but in the beginning, because she wouldn't ask me a question or like, she was like, because of the quality and I was working alone. And she was like, Can you do this? Can you do this, and I was misunderstanding. And I was very, very upset. And one day, I was like, crying. You don't believe me? You don't think that I can work or something like that. But that was their way of, you know, handling this workplace. But because of this cultural difference. I misunderstood her. And there was a

conflict, and it was going on, like four months, but she didn't know. And she didn't know because I didn't tell her in my culture. It's not like you don't? What is it called? How can I say that? You don't confront your boss. It's very, very impolite.

It can therefore be concluded that in terms of power distance, the expectations of the participants were strongly influenced by their cultural background. The implication of this is that when Nigerians and Bangladeshis travel out of their home countries for work, the general expectation is that their bosses will have a more formal relationship with them, instead of a friendlier and more cordial one. This expectation is rooted in the fact that, in their various countries, there is currently a high level of power distance and it can be assumed that people from this country have gotten used to a system forged by such power relations and even expect it anywhere they migrate to. This, however, does not necessarily contradict House's (2004) assertions that Nigerians and Bangladeshis desire a lower level of power distance. The current findings simply show that the participants of this study expect this kind of relationship, but do not shed light on their desires.

In terms of performance orientation and how employers reward performance, the participants generally agreed that there is a need to recognize and reward hard work. The participants explained that this reward does not always have to be cash, but that it will go a long way if there are appreciated when they perform. This is in tandem with the cultural backgrounds or origins of the participants who have a mid-range level of performance orientation. From the analysis, it can be deduced that there is indeed a relationship between the culture of origin and the expectation of employees when it comes to how they are rewarded for performing their duties well.

Some of the responses of the participants are detailed below.

It doesn't [always] have to be the money. It can be like, you know, I received one note that was saying that [participant 6], you are doing [a] very, very good job, like, what you're doing a man cannot do it. And it was like, Oh, yeah! ... Because, um, while I was working in [my country], I was working as a librarian as well, yeah. And like, they gave me this award, like the best librarian, ever. (B2).

A Nigerian employee explained suggested that:

Yeah, I think yeah there should be compensation for a job well done you know and then because it is a way of you know motivating, not just the

actual individual but others as well to put in their best because there is always a reward for a job well done (N2).

B3 explained that there is a need for regular review of salaries when one performs well rather than a general and time-stamped period for upwards review.

For in-group collectivism, one of the participants explained that the realities in his home country informed his perception on how things should be done, he explained that;

Yeah, I could remember one back in [my country]. It was the end of the year party, and one or two games, you know, were organized. We had among the staff who volunteered themselves in playing the game. It was, like, wonderful. Everyone, you know, enjoys themselves. At the end of the day, what fascinates me then was the event that happened after the whole game. There was this club then the company, you know, had already booked with lots of drinks, and everyone had a great time. It was an event that I don't think I can forget because I had so much fun (N2).

From the foregoing, it is clear that the expectations that the employees of Vapiano have are connected to one or more of the experiences they have had outside of Vapiano or in their country of origin. Most of these expectations are based on what they have experienced in the past that they would like to see get implemented in Vapiano.

On the issue of uncertainty avoidance, participants were asked to give their take on how they work, how stressful they think their jobs are and how decisions are made. The findings, based on the responses given, showed the participants felt that their organization has a structure and guidelines guiding their actions and activities as staff of Vapiano. There is a general agreement that guidelines are needed and important. The participants agreed that structure minimizes risk and is beneficial to the organizations as a whole. B2 and N2 both explained that rules and regulations are important and their organizations have some guidelines that help them perform their duties. N2 explained that, in a lot of instances, these guidelines only come into effect to punish erring staff and when issues come up:

I think it can be more, you know, rules or regulation often comes up whenever you know, a situation comes up, or as a result of an action of someone or something happens (N2).

From the foregoing, it is clear that the Nigerian and Bangladeshi employees want structure and guidelines, which are also directly related to their culture of origin. This perception is supporting the GLOBE studies of 2004 which showed that people from Sub-Sahara Africa, in this case, Nigeria, and Southern Asia, in this case, Bangladesh, are more likely to have mid-

range in uncertainty avoidance, meaning they do not mind taking some risk, but still want some structure and guidelines to mitigate such risks.

The findings of this study on the expectations of the multi-cultural team of Vapiano on leadership shows that the employees, irrespective of their culture have some expectations of the leadership of this organization. All the clusters expressed high interest in issues and matters relating to leadership, employee welfare, supervisor-to-employee relationship, compensation, policy and guidelines, and team effort. These findings also show that Vapiano employees have certain expectations which have been discussed above and these expectations touch on both leadership and culture.

Recommendations on the appropriate leadership style in a culturally diverse organization

Finally, this study sought to identify the ideal leadership style in a multicultural workplace like Vapiano based on the recommendations and perceptions of participants of this study. Different leadership styles were presented to the participants and participants were asked to suggest which leadership style they think would be most effective. The respondents generally agreed that a leadership style that promotes dialogue and participation from all stakeholders (including subordinates) in the decision-making process of the organization

Response 1,

... I always feel that it must come from inside, that you just have to feel others and to protect others, to be humble with others and I would say that I don't know, but I just say that maybe it is like to lead until the achievement and to have the patience to go at the end of the thing (B2)

Response 2,

I feel a leader should be that exemplary person, not just to give out order or for power and authority, but for somebody who can carry people on his shoulders and lead them towards the direction the company wants to go (N3).

He went to more directly address this issue by stating that:

I think the democratic leadership is the one that works for me like I said I like to involve people I like to hear the second opinion, I don't want to be the one that would be of power and authority all the time no, let's make them work, let's build this equalness amongst us despite our positions at the

end of the day we are colleagues, we are a family, and we have a goal that's why we're working together so that's the kind of leader I want to be, I want to always involve people so it's democratic for me (N3)

Response 3,

...but leadership is more about conversation, dialogue, and yes, leadership has to lead not manage...Maybe then "participatory" leadership style (B4)

From the foregoing, it is clear that the democratic/participative leadership style is among the preferred leadership styles by Vapiano employees, independent from their cultural background. Giving employees the freedom to make their decision and allowing them to give their opinions builds equality among the team members. In all, the participants seem to prefer leadership styles that promote the participation of all the team members and collaborators, and that are independent of their cultural background. This is not particularly surprising because House's (2004) GLOBE study explained that while Sub-Saharan and Southern Asian clusters indicate a high level of power distance, individuals living in these regions desire a lower level of power distance and lower level of male dominance. By showing that they prefer a democratic/participative leadership style, this study has further lent credence and supports the findings of the GLOBE study by House (2004).

The findings of this study support those by Haire et al. (1966) who emphasized the importance of including the cultural pattern in organizational strategy especially for organizations who want to operate at a global level. As long as Vapiano continues to have a multicultural team, these expectations of the workforce will always be there because these expectations are linked to the cultural background and experiences of the employees.

Similarly, this study supports those by Hofstede (1976) who found out that variations exist in how employees behave based on the similarity between the expected leadership style and the actual leadership style. The findings showed that employees have a more positive outlook on their organization if the leadership style adopted by the organization is very similar to the leadership style that is dominant in their countries of origin. Therefore, the best or preferred leadership style is that which best mirrors or closely mirrors the leadership approach of those that work within the organization.

The findings of this study partially support the Three-State development sequence model by Sue and Colleagues (1982) which suggests that to effectively work in another culture, one must be interested in other cultures, notice cultural differences and be willing to change one's behaviour. This study has shown that most of the issues raised by the participants and the misgivings they have about their work all stem from the fact difference in cultural orientation which in turn influences their expectations. So, when these expectations are not met, it stresses them. Therefore, to ensure that expectations mirror reality, it is recommended that individuals seeking employment outside of their cultural bubble should ensure that they properly understand the culture, so they can acclimatize. The findings of this study however deviate significantly from the three-state development sequence in that it does not put all the responsibility on the employees, but suggests that employers also need to be aware of their multicultural workforce and adjust their leadership style accordingly if they are to get the best out of their workforce.

4. CONCLUSION

This study sought to understand the perceptions of the multicultural team of Vapiano on its leadership and if these expectations are in any way related to the culture of origin of the employees. Also, the study focused on identifying possible leadership styles that could be effective in a multicultural team. The study was guided by the three-state development sequence which explained that a culturally aware leader will be able to ensure optimal performance in a multicultural workplace. While this study has not specifically studied the relationship between multicultural leadership and employee performance, the findings have indicated that respect and awareness of the different cultures within a workplace and adoption of the right leadership style that takes into consideration this multiculturalism will lead to a more vibrant and productive workforce.

Considering the pandemic which limited the researcher's ability to collect data on-site and use other data collection methods, this study made use of key informant interviews as its only method of data collection. While it would have benefitted this study to have collected data from two different countries quantitatively, the reality of the pandemic and inability to freely travel has made it all but impossible. However, this approach has yielded positive results which can serve as a starting point for future and more elaborate studies into the phenomenon.

The findings of this study showed that both clusters examined in this research share very similar attributes which further confirms the GLOBE study by House et al. (2004), which explained that both Sub-Saharan and South Asian clusters rank high on power distance, hence their acknowledgment in this study that there is a need for boundaries in employer-employee relationships. Based on the responses gotten in the course of this study, it was confirmed that expectations of the employees differ significantly from the reality on the ground and this has led to some employees feeling demoralized and demotivated. This disparity between expectations and reality shows the linkage between cultures of origin and expected leadership style. The findings showed that employees from both Sub-Saharan and Southern Asian clusters had an expectation that was influenced by their cultural backgrounds. The findings lend credence to previous studies as explained in the findings section.

Furthermore, based on the data collected, it was concluded that the participatory and democratic leadership style was most appropriate for a multicultural workplace. The reason for this, as suggested by the respondent, is that by adopting a participatory leadership style, the employees' opinions, which are informed by the cultural backgrounds and expectations, are taken into consideration when making decisions that will impact how they perform their duties. This will foster more cooperation and a sense of belonging which in turn will lead to more effective and efficient performance. The two major leadership styles as mentioned by the employees are the Participatory leadership style and the Democratic leadership style. Apart from these two leadership styles, the employees also explained that any leadership style that is employee-centric is of great importance in a multicultural organization, and this case, in Vapiano. Finally, the findings of this study lend some credence to the Three-State Development Sequence, which suggested that for people to work effectively within another culture, they must be willing to change one's behaviour and be interested in other cultures. While the findings do not expressly show whether the employees are willing to change their behaviour, it does show that a conflict in cultural expectations can lead to clashes of ideologies between the employer and the employee which can reduce productivity and effectiveness.

4.1. IMPLICATIONS AND RECOMMENDATIONS

The main objective of this study was to understand the expectations of the multicultural workforce of Vapiano on its leadership style. This study found that across the different departments in Vapiano, decision-making did not involve the non-managerial staff. Accordingly, Vapiano should consider adopting a bottom-up approach to decision-making. By implication, employees who are not part of the managerial team will be able to contribute to the process of decision making which in the long run can bring about efficiency in the running of the organizations. This study also found that Vapiano does not have a culturally responsive policy that can be implemented to include a diverse workforce. Therefore, beyond including employees in the decision-making process, the organization also needs to draft culturally responsive policies.

Based on the findings of this study regarding the expectations of employees (including better pay, security and work guidelines, and better welfare package), it is apparent that the organization needs to provide regular training for managerial staff in areas of cultural

mindfulness and diversity. This training might help educate the supervisors and employees (both indigenes or foreigners) on how to understand their cultures and the culture of others. Although being appreciative of one's culture is not in itself wrong; however, in a multicultural environment, it is important to be conscious of and open to understanding the cultures of others. This will foster effective communication and aid conflict resolution.

Concerning the style of leadership that could be adopted in a multicultural environment, the study found that participants preferred any or a combination of the following leadership styles: participative leadership style, team-oriented leadership style, or a self-protective style. These leadership styles tend towards a horizontal or appropriate balance of shared leadership in an organization. Along these lines, the study suggests that Vapiano should consider having leaders who are willing to work in teams.

Another aspect of the expectations of employees is the compensation and rewarding of diligent staff members. This study found that Vapiano employees were not adequately remunerated for performance. This study, therefore, suggests that the organization needs to consider ways of rewarding and compensating staff members who are high performers. To achieve this, a salary review policy that is implementable across all Vapiano branches should be drafted.

4.2. LIMITATIONS

Some limitations were encountered during the process of this study.

Firstly, this study focused on a single case (being one organization) and this may have limited the generalisability of the findings and the sample size. However, the aim of qualitative research is not to make generalized claims but to gain an in-depth understanding of concepts and or phenomena. This idea of gaining understanding, in some cases, can allow for the transferability of findings; however, this is only possible for similar studies in terms of context.

Secondly, being the primary instrument of data collection, the researcher's bias may have impacted the interpretation, analysis, and or outcome of the study. However, the researcher had meetings with the study's supervisor during which issues raised concerning the data collected and its analysis were carefully rectified, and appropriate decisions were taken to minimize the bias of the researcher.

Thirdly, the researcher had planned to do a face-to-face interview but because this study was carried out during the covid-19 pandemic, that was not possible. This led to some of the participants canceling their interviews at the last minute while the other participants requested that the interviews be held virtually, and this made it difficult to read the emotions of the participants.

Another limitation was the fact that some of the participants were reluctant to share sensitive information about the company because of the fear that it might get them in trouble. To overcome this challenge, the researcher assured each participant that information discussed during the interview would be treated as confidential, and pseudonyms would be used in the reporting of statements and presentation of the thesis.

Also, although there are several studies on leadership and culture (including Manning, 2003 and House et al. 2002), there are no previous studies on the research topic itself or the exact clusters used for this current study.

4.3. FUTURE RESEARCH

Based on the findings of this study, the following suggestions for future research on exploring the culture of origin-related expectations of the multicultural workforce on desirable leadership styles in Estonian companies.

Firstly, because of the time constraint, the researcher was only able to compare data collected within the different cultures that exist in a single cluster - the Eastern Europe Cluster. Hence, future research should explore different cultures that exist in different clusters within the same industry. For instance, studies can focus on exploring the different cultures that exist in Burger King Estonia and Burger King United States of America.

Also, the primary objective of this study was to understand if the culture of origin has any influence on the preferred perceived leadership style of a multicultural team. This aim did not consider individuals who might have lived outside their country of origin, and who might have appropriated different cultures in the process. Drawing from this, future research should consider exploring the issue of cultural appropriation when it comes to culture and leadership.

Also, the sample size for this study totaled 10 participants and was based on a single case study which was a result of issues including country imposed Covid-19 restrictions and time constraints. For this reason, it will be important to conduct more studies that use multiple cases as well as increase the sample size to gain more understanding of the perception of preferred leadership styles concerning the country of origin within multicultural teams.

From the findings of this study and across literature, there is little to no study focused on the extent to which culture of origin impacts leadership styles. Therefore, future research should conduct large, longitudinal studies that centre on the relationship that exists between countries/cultures of origin and leadership styles in organizations.

Finally, this study employed the semi-structured interview technique as the method of data collection. Therefore, future studies should explore other qualitative data collection methods including observations or group interviews (Focus Group Discussions [FGDs]), to gain more depth into the phenomenon. More so, studies using a mixed-method approach to research can also be conducted.

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APPENDICES

Appendix 1. Interview questions.

Demography / background information

1. How old are you?
2. What is your position?
3. What is your nationality?
4. How long have you been working in your current position?
5. What is your job description?

Questions on Culture/Leadership

1. How would you personally define leadership? Aha. Why like that? Who is a leader to you? Aha. Why such a person?
2. Can you tell me, in your life, who was the best supervisor or the best boss? Why him/her/them?
3. Who has been the best supervisor or the best boss in your home country? Could you tell me more about him/her/them?
4. Who has been the best supervisor in Estonia for you? Could you tell me more about him/her/them?
5. Do you plan to become a supervisor/boss one day? What kind of supervisor/boss do you want to be? Why? What is your preferred leadership style and why?

6. Is your preferred leadership style influenced by those you consider/see as best leaders/supervisors, or are you all?

In-Group Collectivism

7. What do you think about the team effort/ spirit? Do you have any reservations about this or rather not? Could you explain?
8. Is there something done at your company for team building or rather not? What, why? Would you wish more, less? Why?
9. What experiences have you made in life with team building? Could you tell me some of your experiences?

Leadership Related Questions

10. How involved are you in the decision making of your units? Are you allowed to make contributions or rather not? Are these contributions considered or executed? What do you think, why? How do you feel about it?
11. Do you feel motivated by your supervisor to want to do more on the job? How does your supervisor motivate you to increase your performance?
12. What are some recommendations from Nigerian and Bangladeshi employees that can be used to enhance cultural diversity based on their identified preferred leadership styles? What leadership style would you recommend for Vapiano?
13. What expectations do you have of Vapiano leadership e.g. benefits, compensation, involvement in the decision, promotion, welfare, team events?

Other questions that came up during the interview process

1. How close or cordial are you with your supervisor right now? What would you say, what does depend on? Do you have the opportunity to talk on a personal level or rather not? Does this happen or rather not?

2. Are you allowed to express disagreement towards your supervisor when you don't agree with them or rather not? Why that? Do you ever express your disagreement or rather not? Why?
3. How would you handle the situation if you have a new idea, and it is not well received by your supervisor? Aha, why like this?
4. Do you think supervisors should talk more about personal things with employees or less? Why do you think so?
5. What do you think, do you get compensated for achieving higher performance at work or rather not? What kind of compensation do you get for a job well done or for exceeding a performance benchmark? Would you say this is enough based on your expectation or rather not? Could you explain, why do you feel like this?
6. Does compensation for high performance motivate you at work or rather not? Why that?
7. Do you consider the job/ your role stressful or rather not? Why? How do you handle stress?
8. Do you have a lot of rules and guidelines that you are expected to follow or just a few? Is it enough rules for you or too much or would you wish for more regulations? Why that? How do you feel, are you given the freedom to make decisions related to work or rather not? Why do you think so? Would you wish more freedom/less freedom? Why?
9. Do you know exactly what you have to do at work or rather not? Could you explain? Does it ever happen that you have to improvise, or it never happens? How do you feel about it? Could you tell me a story about that? What happened? How did you feel? How did your supervisor react afterwards?

Appendix 2. Transcripts of interview recordings

The interview text can be viewed by clicking on the below participant texts:

[Participant 1](#)

[Participant 2](#)

[Participant 3](#)

[Participant 4](#)

[Participant 5](#)

[Participant 6](#)

[Participant 7](#)

[Participant 8](#)

[Participant 9](#)

[Participant 10](#)

Appendix 3: Coding Sheet for Directed Content Analysis

Table 1: Coding sheet for directed content analysis

Code	Themes	Definition/Description
Power Distance	Expectations of Multicultural employees	This theme focuses on identifying statements that point to the expectations of the participants in terms of leadership style that would be used in Vapiano
Culture/Leadership		
Performance orientation		
Uncertainty Avoidance		
Ingroup collectivism		
Power Distance on relationship	Relationship between the culture of origin and expected/desirable leadership style	This theme focuses on responses that shed light on the cultural origin of the participants and how their origins influence the desired or expected leadership style
Culture/Leadership on relationship		
Performance orientation on the relationship		
Uncertainty Avoidance on relationship		
Ingroup collectivism on relationship		
Charismatic leadership style most appropriate	Enhancing cultural diversity	This theme focuses on identifying which leadership style would be most effective in a multicultural setting like Vapiano
Participatory leadership style most appropriate		
Democratic Leadership style most appropriate		

The transcription of the interviews resulted in 75 pages of transcripts (See Appendix 2 for clickable links to interview transcripts). The data were analyzed inductively, starting with a thorough reading of the transcripts, and then identifying codes from the data. This process led to 13 distinct codes clustered into three (3) broad themes. The findings are presented according to the objectives of the study.

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Supervised by: Kristel Kaljund, PhD.

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