

University of Vaasa

Department of Management and Organization



LEADEC TEAM

MBTI SERIES 13

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**Leadership styles in the cultural context
A comparison of Finnish and South African managers. 1998.**

Published in: Proceedings of the Psychological Type and Culture East and West:
Third Multicultural Research Symposium, January 9-11, Waikiki, Hawaii, 1998.

VAASA 1999

Abstract

Psychological types significantly affect leadership styles, and likewise national culture as a context of organizations may create restrictions or stresses with regard to certain kinds of leadership behavior. In this paper, especially the effect of culture on leadership styles will be analyzed. The basic question is, Do leadership styles differ significantly because of cultural differences when the type structure is standardized. Data on 64 South African (RSA) managers is compared with data on 64 Finnish managers picked out of a wider Finnish sample. All types except ENFJ are included. ISTJ (15%), ESTJ (15%), ESTP (12%) and ENTJ (10%) were the most common types in RSA. Even though the type structure was standardized, some interesting differences in leadership styles were found when using the Hofstede's cultural concepts and results specifying cultural differences. The cultural differences especially in terms of power distance, uncertainty avoidance, and masculinity are reflected as differences in leadership styles between South African and Finnish managers.