4. Empirical Research: Analysis of Multicultural Leadership Approaches

This chapter presents the object of the investigation, the objectives and hypotheses, the methods, and the respondents, and evaluates the peer groups, reviews the hypotheses, derives a leadership model for managers operating on a global level, and outlines a development program for finance managers in selected organizations.

4.1 Object of the Analysis

The object of investigation can be split into content, concept, and method-related as well as abstract/specific parameters. The content-related component focuses on the correlation between the variables in a multicultural or cross-cultural context (finance managers and finance employees). The concept-related reference framework looks at the direct relationships between the variables without using mediating variables. The methodological basis is subdivided into the type of study, the type of data basis, the organizational context and the cultural background as well as the size of the sample. In terms of the type of study, it is a cross-sectional study that has a temporal limit of one month. The type of data basis with regard to key data focuses, like organizational context, on large companies and corporations. In composing the sample, finance managers and finance employees in multicultural teams (GE, SP and FR) are considered. Based on an estimate, out of approximately 600 potential participants within a European multi-national company being examined, approximately 45% are affected. This results in a possible participant number of 270. 75% of this should be achieved, which means a response rate of 203. Added to this is an assumed margin of error of 10% as a result of spreading the supporting online questionnaire (a prerequisite for the survey was anonymity), which results in a total number of participants of 214. The data is recorded by means of two questionnaires (top-down and bottom-up), each with correlating questions. Finally, the abstract/specific parameters are considered, whereby the focus here lies on finance managers and finance employees in a multicultural context (GE, SP and FR).

4.2 Objectives and Hypotheses

Objectives

The main objective is to analyse selected attributes (ROSKAB) of finance managers in chosen organizations. On the basis of the research, sub goals are:

- to develop a leadership model (ROSKAB leadership model)
to derive a proposal for a development program for finance managers in a multicultural context (Germany, Spain and France).

verify stated four hypotheses

on the basis of the research to suggest recommendation for the chosen organization

Hypotheses

Against the backdrop of this work, the four hypotheses will be defined and then proved or disproved (cf. Table 14).

<table>
<thead>
<tr>
<th>Hypothesis (H)</th>
<th>Description</th>
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<tbody>
<tr>
<td>H1</td>
<td>In the selected ten attributes, managers tend to evaluate themselves better than their employees do.</td>
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<tr>
<td>H2</td>
<td>The degree of similarity in evaluation of selected ten managerial attributes between German managers and their subordinates is smaller than the similarity of managers from other countries.</td>
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<tr>
<td>H3</td>
<td>Communication skills displays the biggest difference in perception of effectivity of communication between managers and employees.</td>
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<td>H4</td>
<td>By the means of the manager and subordinate views to the peculiarities of the ten attributes (roles, skills and abilities) a cascaded leadership development recommendation is possible.</td>
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</tbody>
</table>

Table 14: Four hypotheses of this research project

4.3 Methodic and Methods

In chapter 1, current studies were theoretically evaluated by means of a literature analysis. The decision for one or possibly more determinate research strategies depends, against the backdrop of the empirical study, which research questions should be answered in light of the researcher’s possibilities of monitoring and the topicality of the circumstances. Table 15 shows the study strategies of experiment, survey, archive analysis, historical data and cases.

All strategies illustrated demonstrate advantages and disadvantages and must be selected with respect to the specific research objective. The scope of work looks at leadership in multicultural organizations in general, and at optimizing leadership skills of finance managers specifically, taking into consideration cross-cultural framework conditions. The questions that therefore need to be resolved are: "Who influences..."