

# Modern management and leadership in the environment of companies

Jaromír Tichý<sup>1</sup>  
Tomáš Novotný<sup>2</sup>  
Mario Slivka<sup>3</sup>

<sup>1</sup> University of Finance and Administration; Estonská 500, 101 00 Praha 10, Czech Republic; jaromir.tichy@vsfs.cz

<sup>2</sup> National Energy Cluster NEK; Záhradnícka 72, 821 08 Bratislava, Slovak Republic; tnovotny61@gmail.com

<sup>3</sup> National Energy Cluster NEK; Záhradnícka 72, 821 08 Bratislava, Slovak Republic; marioslivka@gmail.com

Grant: NFP313020ANX5

Grant title: National Energy Cluster NEK with the designation: NFP313020ANX5, financed from ESIF funds by the Ministry of Economy of the Slovak Republic under the title: "Design and development of integrated innovation infrastructure and knowledge base in the European area of the cluster organization NEK".

Subject: AE - Management, administration and clerical work

© GRANT Journal, MAGNANIMITAS Assn.

**Abstract** The paper deals with the issue of leading people in an environment where the traditional principles are no longer followed as it was a few years ago, but completely new, modern strategies and techniques are emerging. The aim of the research is to find out which of the selected countries is closest to the Slovak Republic from the corporate people management point of view. The premise of the research was that the leadership style of people in the Slovak Republic is closest to the leadership style in the Czech Republic and Poland. An analysis of secondary data of research, projects and studies of people management in 12 selected European countries in the evaluated parameters is the content. It also contains an analysis of the results of a questionnaire survey focused on people management in the Slovak Republic. It was found that from the point of view of corporate people management, Slovak managers use participatory style of people management the most, within the surveyed countries they are most similar to managers in Luxembourg. As a result, it is possible to refute the assumption that Slovak managers are most similar to Czech and Polish.

**Key words** leader, manager, leader, classic leadership; modern leadership, managerial style

## 1. INTRODUCTION

The success of companies largely depends on the quality of their management. If a company has good top and middle management, it is very likely that the company will prosper and will be successful in the market. The management system is currently perceived as performing the right things that lead the company to efficient performance. Management is a scientific discipline and represents a set of techniques, procedures, principles and management methods. Modern management differs from the classic one by technical development, the emergence of systems theory and cybernetics, but also by the effort to apply the methods of operational analysis in management.

The business environment is currently characterized by rapid technological, social and economic changes, globalization and mass adjustment of production and consumption, which has led to hyper-

competitive market conditions and competitive advantages have become temporary. (Wee and Taylor, 2018) Doing business in every country is associated with a large number of challenges. Successful companies respond to external changes very flexibly. These changes are usually associated with technological development, implementation of new applications and robotics. (Zheltoukhova, 2014) It should not be forgotten that people are the drivers of changes and bring added value to the organization. Therefore, the focus on human capital has become a strategic element in management systems. Investing in people is the first and key element in a sustainability strategy that involves the use of talent as a key factor in human capital development. (Rudito, 2015)

Opinions on what makes a person a leader have changed and evolved over the centuries. Based on this, some basic tendencies have broken down and different leadership styles have emerged, which can be found in various literature in the field. Based on these differences, it is clear that the two people are not the same and they are not always able to combine these qualities in one person. But it must be said that although the manager and the leader have some different characteristics, also the same can be found. Over time, these two people become more similar because there are fewer and fewer different characteristics between them. It is best for the company if he/she can be a good manager and an excellent leader, which makes him/her unique.

## 2. THE INFLUENCE OF CULTURE ON PEOPLE MANAGEMENT

Mahbub (2010) deals with people management in his publication, which is understood as dominance over group activities in order to achieve goals. By performing leadership roles, managers seek to influence people under their supervision, motivate them, and direct them toward achieving the organization's goals. Kets de Vries (2001) also deals with the issue of people leadership, which provides an interesting view on leadership, in which the character of a nation that has its roots in culture is also important. This trait presupposes deep-rooted and relatively enduring patterns of behavior and the usual ways in which people in a given nation deal with external and internal reality. Cultural values are learned and

passed down from generation to generation and play an important role in shaping the cognitive, affective and behavioral patterns that people demonstrate in different cultures. These different "languages", different aspects of verbal and nonverbal communication that reflect national culture - have significant implications for leadership practices. For example, the form of the organization reflects the country's feelings about power.

The cultural dimensions are visible in everyday life, as well as in organizations and their management. In other words, in everything that is considered as a part of national culture. (Kets de Vries 2001) Leadership also includes key tools that are important for effective people management. It is specifically about motivation, stimulation and evaluation of work performance. (Hofstede, 2001) Armstrong states that leaders are people who set the direction and can lead people to use all their strengths and abilities to achieve goals, while the leader gains their commitment and motivates them to achieve results. (Armstrong, 2008) With the emerging trends in the operation of multinational companies, the theory of human resource management comes to the fore in companies that operate internationally. Mura (2012) deals with this topic, whose knowledge in the field is also used in the work, because he deals in more detail with the management of international companies. It is the method of human resources management that is the most common issue that must be addressed by the management of an internationally operating company, because it is one of the most important factors of production. The key factors determining business management in an international multicultural environment are increasing managerial skills, systematic and purposeful planning, strategic use of appropriate foreign intermediaries and partners, increasing technical skills and abilities, as well as increasing the company's ability to quickly identify and respond to change. (Mura, 2012) International companies prefer the so-called "Japanese" leadership style, which is specific in that it emphasizes corporate cohesion, quality management system, just-in-time supply system and "American" rationality.

### 3. CURRENT STATE OF THE SOLVED PROBLEM

A special leadership style suitable for the cultures of individualism can lead to defeat in the culture of collectivism. The study in this area was conducted by Smith and Vien (1992), who conducted research in Australia, Japan, England and Taiwan, emphasizing the behavior of the dominant person. One of the problems that often occurs in comparative studies is the comparison of Japanese culture with other cultures, specifically the American one. An example of this type of research is that of Teiba et al. (1999), focused on the surveillance of styles and cultural areas from a comparative perspective. In this research, two types of leadership are studied, i.e. task-oriented leadership and people-centered leadership in four countries such as Japan, the United States, the United Kingdom and Hong Kong. In task-oriented management, the performance of the task is emphasized, and in people-oriented management, the implementation of objective strengthening of morale and ensuring the well-being of employees is of great importance.

Andre Loran also conducted management research in different cultures, asking: "Is it important for a manager to know the exact answers to his employees' questions that may be related to their work?" The answer varies from person to person, mainly due to the differences in the cultures already mentioned. From the point of view of the Swedish management, this requirement is not available, while the Japanese management has emphasized this necessity. Most American managers believe that the manager's job is to help to solve problems, which means that the manager should help employees figure out how they can solve problems with them. When

employees do not have the help and support of a manager to solve work problems, they lose their own motivation for innovation and creativity, which in turn significantly reduces their productivity. On the other hand, most French managers believe that the manager should provide his or her employees precise and clear answers so that he or she can maintain his or her credibility. (Ubrežiová, 2008)

Executives from Finland and Sweden typically use consensus to manage and lead their workforce. Consensus is based on central group work and team spirit. These managers emphasize people who move forward together through effective communication and stability, open discussion at team meetings, and decision-making by consensus. It can be said that the greater the consensus, the greater the job satisfaction. Also, the findings of Avery (2005), who focused on leading people in European countries, were used in the paper. Another difference, according to him, is that the traditional Anglo-American view of leaders, special people who set the direction, make key decisions and are the creators of initiatives, is based on a deep-rooted individualistic worldview. Traditional Anglo-American and European leadership concepts differ in many ways. The first difference is that an individual European leader does not tend to have superstar status. The top European leadership is usually less well known than the Anglo-American. The position of European leader is shared and rarely focuses on a single individual. Part of the leader's role is to obtain the approval of the supervisory board, trade unions, work councils and other parties, which often have a decision-making position. One way to minimize the role of the leader is to use substitutes. For example, companies can use closely linked teams of highly qualified individuals, professionally trained and skilled workers who do not have to be told how to work. (Avery, 2005)

### 4. OBJECTIVES AND METHOD OF WORK

The aim of the research is to find out which of the selected countries is closest to the Slovak Republic from the corporate people management point of view. The premise of the research was that the leadership style of the people in the Slovak Republic is closest to the leadership style in the Czech Republic and Poland, because the cultures of these countries are very similar.

The task of the paper is the realization of an empirical research and also to determine the level of application and knowledge of management concepts, tools and methods in the management practice of selected European countries and Slovakia. An analysis of secondary data of research, projects and studies of people management in 12 selected European countries in the evaluated parameters: interpersonal relationships, focus on performance, teamwork, respect for authorities and hierarchy is the content of the paper. The research covers countries such as: Finland, Sweden, the Netherlands, Germany, the United Kingdom, France, the Czech Republic, Poland, Italy, Luxembourg, Belgium, the Netherlands and, of course, Slovakia. In order to make the results of the characteristics of individual countries clearer, this section also includes a work table, which shows not only the leadership style of people, but also the basic characteristics typical of a given country. These country characteristics are evaluated on the basis of points according to the set criteria and a graph of results is created.

professionally trained and skilled workers who do not have to be told how to work. (Avery, 2005).

## 5. RESEARCH RESULTS

Based on an analysis of people's leadership in different European countries, it is clear that a positive leadership attribute in one culture may not necessarily be positive in other cultures. Several dimensions of culture and several different typologies of social cultural-value orientations or cultural dimensions have been developed. The paper found that autocratic leadership is more acceptable and efficient in high-energy companies, and that power distance also plays a role in employees' willingness to accept the direction of supervision and in their emphasis on gaining support from those in authority positions. Collectivism positively influences the role of participatory leadership and supports transformational leaders. The analysis found that male and female cultures create different types of leader heroes and that the heroic manager in masculine cultures is decisive, assertive and aggressive. On the contrary, in women's cultures, the "hero" is less visible, seeks consensus and is more intuitive and cooperative than tough and determined, see e.g. Hofstede (2001).

Based on the research, it can be stated that people are looking for nine key qualities in a successful leader, namely passion, determination, integrity, conviction, adaptability, emotional resilience, emotional resonance, self-knowledge, humility and emotionality. Determination is a common feature of effective managers in all countries of the world. In this respect, European executives are mostly consensus-oriented. Integrity is a complex trait that is highly determined by national cultures. Adaptability is less common and less valued in Europe. Managers strive to perform the roles of a manager outside the company so that they act on the employees for whom they have responsibility, orienting their efforts in the direction of predetermined goals of the organization. Administrators should motivate their employees in such a way that they voluntarily seek to achieve the goals of the organization.

In order to make the results of the characteristics of individual countries clearer, the following tables were created (Tab. 1), which show not only the style of leadership of people, but also the basic characteristics typical for the country.

Tab. 1: Management characteristics of selected European countries

| Country | People leadership style | Characteristics of people leadership and managers  |
|---------|-------------------------|--|
| Finland | Participatory           | <ul style="list-style-type: none"> <li>- they appreciate women's values and interpersonal relationships</li> <li>- they are considerate and more employee-oriented</li> <li>- less active in remuneration</li> <li>- they issue direct orders and discuss very little with subordinates</li> <li>- they issue orders very often, they are direct and very reliable</li> <li>- are strong authorities, able to make big decisions on their own</li> </ul>   |
| Sweden  | Participatory           | <ul style="list-style-type: none"> <li>- are willing to take risks and use untested approaches</li> <li>- emphasize gender equality</li> <li>- they try to avoid conflicts, the agreement and its observance is important for them</li> <li>- management is not focused on people, but on functionality</li> <li>- they are a very hardworking and strenuous nation, they don't like criticism</li> <li>- they are very unique and innovative, friendly, informal</li> <li>- remuneration is based on equality</li> </ul>  |
| Germany | Authoritative           | <ul style="list-style-type: none"> <li>- they put a lot of emphasis on the organizational structure and often use orders</li> <li>- hardworking, consistent, almost workaholics</li> <li>- they lack caution and a sense of humor</li> <li>- they experience a lot of stress and can handle it</li> <li>- they are goal-oriented and have clear rules</li> <li>- they like quality, time accuracy and punctuality</li> <li>- everything in detail must be reworked and we can compare them to machines and robots</li> <li>- they like open discussion, exchange of views and respect for their superiors</li> </ul> |

|                 |                              |   |
|-----------------|------------------------------|---|
| Great Britain   | Liberal                      | <ul style="list-style-type: none"> <li>- are open, carefree, less critical, risk more, joke and are not afraid to accept new ideas</li> <li>- focus on personal development of employees and are not technically proficient</li> <li>- place great emphasis on career mobility</li> <li>- they perceive employees as human beings and they like salary and career</li> </ul>  |
| Czech Republic  | Authoritative / autocratic   | <ul style="list-style-type: none"> <li>- very similar to the leadership style of Germany</li> <li>- respect the hierarchy and are more conservative</li> <li>- formal authority and autocratic decision-making are important</li> <li>- the evaluation of employees is objective and fair</li> <li>- employees have very low competencies, lack autonomy and initiative</li> <li>- communicate with subordinates only irregularly and treat them as family members</li> <li>- they lack efficiency and teamwork</li> </ul>  |
| France          | Autocratic                   | <ul style="list-style-type: none"> <li>- cooperate with subordinates on a regular basis</li> <li>- they avoid risk, they are based on formality, hierarchy and meeting deadlines</li> <li>- perfection, detail and logic are second to them</li> <li>- workplace relationships are strong and positive</li> <li>- they prefer wisdom, sharpness and strict control in companies</li> <li>- the manager wants to be the center of events</li> </ul>  |
| Poland          | Authoritative                | <ul style="list-style-type: none"> <li>- know how to solve complex problems and questions</li> <li>- respect and a strong entrepreneurial spirit are a matter of course</li> <li>- are very formal and pay attention to the hierarchy</li> <li>- they lack teamwork and are great individualists</li> <li>- they are very active in remuneration</li> <li>- they are poorly coordinated, which causes chaos in businesses</li> <li>- innovation is a threat to them and a negative attitude towards change prevails</li> <li>- have a problem inspiring and motivating employees</li> </ul> |
| Italy           | Autocratic                   | <ul style="list-style-type: none"> <li>- family businesses are typical for them</li> <li>- strict adherence to hierarchy and social contacts</li> <li>- are team players, communication is direct and collegial</li> <li>- the manager is an absolute authority</li> <li>- the manager knows how to react well to changes, constantly monitors the work of employees</li> <li>- demonstrate an interest in the personal life of employees</li> </ul>  |
| Luxembourg      | Autocratic / participatory   | <ul style="list-style-type: none"> <li>- formal and courteous and strictly adhering to the rules</li> <li>- respect for authority and a sense of loyalty to the organization</li> <li>- communication and cooperation in the team is very collegial, friendly and direct</li> <li>- clearly define who has what tasks</li> <li>- they not only deal with the goals, but also with the appearance and appearance of employees</li> <li>- they do not meet deadlines, are inefficient and mismanaged</li> </ul>   |
| Belgium         | Liberal                      | <ul style="list-style-type: none"> <li>- have great respect for authority and loyalty to the organization</li> <li>- they are willing to compromise and the needs of the organization are more important than their own</li> <li>- they know how to control their emotions well, they are calm and objective</li> <li>- they can handle stress and negotiate very well</li> </ul>   |
| Netherlands     | Liberal                      | <ul style="list-style-type: none"> <li>- the most independent in terms of decision-making powers</li> <li>- they do not make things and decisions themselves</li> <li>- they have a lot of energy and the ability to transfer it to others</li> <li>- they are very poorly organized and structured</li> </ul>  |
| Slovak republic | Participatory / conservative | <ul style="list-style-type: none"> <li>- employees keep a natural distance</li> <li>- people management is formal and the rules are followed</li> <li>- disputes are resolved by joint consultation</li> <li>- employee participation in the running of the company is important</li> <li>- managers are focused on achieving results and know the value of employees</li> </ul>  |

Source: Own construction

According to the presented research, the relationship between cultures and leadership styles is confirmed, so managers are advised to pay more attention to cultural differences in organizations in order to gain more effective and efficient leadership and to correctly identify existing cultures in their scope of work. At present, there is no doubt that human resources are the company's most important capital and therefore need to be addressed by business managers.

None of the cultures can be described as good or bad, because each is specific and requires some respect. As an example, I can cite the Nordic countries, where a low level of enforcement is typical, as well as lower accessibility to the collective. If we look at the British and Germans, they are known around the world for their focus on performance, high level of inaccessibility, and low level of sensitivity in understanding other people. Southerners such as the

Italians, the French and the Spanish, who have a high degree of enforcement and also accessibility, are completely different. Leaders from the former ruling colonies, including the United Kingdom, know how to respect cultural differences very well. Based on the findings, it is not possible to claim that the specifics of individual cultures are the basis for a successful manager, but to a certain extent they can be taken into account in the field of people management and leadership.

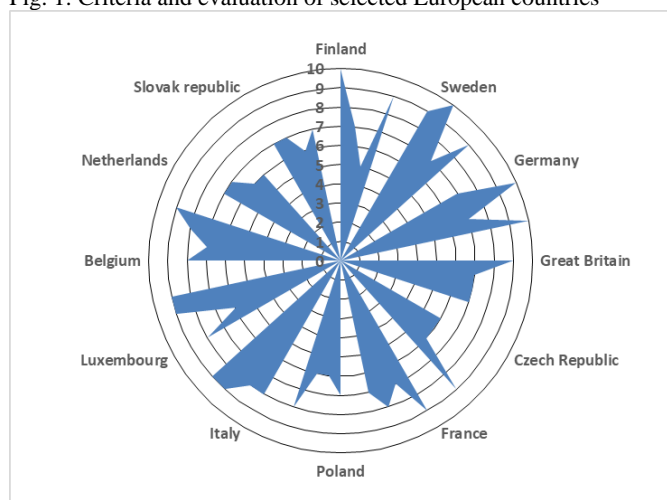
In the following Table 2, the characteristics of selected European countries are divided into 4 criteria, namely interpersonal relationships, focus on performance, teamwork and respect for authorities and hierarchy. We awarded all of these criteria points on a scale of 1 to 10, with 1 being the lowest rating and 10 being the highest. In addition, the table shows the sum of points and their average. Based on these results, a graph is created, which makes the results of individual selected countries clearer.

Tab. 2: Criteria and evaluation of selected European countries

| Country         | Evaluation criteria / Points |                      |          |                                       | Sum | Average |
|-----------------|------------------------------|----------------------|----------|---------------------------------------|-----|---------|
|                 | interpersonal relationships  | focus on performance | teamwork | respect for authorities and hierarchy |     |         |
| Finland         | 10                           | 7                    | 5        | 9                                     | 31  | 7.75    |
| Sweden          | 9                            | 10                   | 7        | 9                                     | 35  | 8.75    |
| Germany         | 7                            | 10                   | 7        | 10                                    | 34  | 8.5     |
| Great Britain   | 9                            | 7                    | 7        | 7                                     | 30  | 7.5     |
| Czech Republic  | 6                            | 6                    | 6        | 9                                     | 27  | 6.75    |
| France          | 9                            | 7                    | 8        | 7                                     | 31  | 7.75    |
| Poland          | 7                            | 6                    | 6        | 8                                     | 27  | 6.75    |
| Italy           | 8                            | 8                    | 9        | 9                                     | 34  | 8.5     |
| Luxembourg      | 8                            | 6                    | 9        | 9                                     | 32  | 8       |
| Belgium         | 8                            | 7                    | 8        | 9                                     | 32  | 8       |
| Netherlands     | 7                            | 7                    | 6        | 6                                     | 26  | 6.5     |
| Slovak republic | 7                            | 7                    | 6        | 7                                     | 27  | 6.75    |

Source: Own construction

Fig. 1: Criteria and evaluation of selected European countries



Source: Own construction

Based on the research, it was found that managers from European countries prefer such leadership styles that result from their functional positions, authority, or objective reception and distribution of information. One of the important determinants of the growth and career advancement of managers is the possibility of exchanging experiences between them at the international level. The most productive response in the field of people management with respect to other cultures is considered to be their mutual harmonization. There is not a single guide on how to manage human

resources anywhere in the world, but it is essential to rely not only on global trends that are constantly changing, but also on the local conditions of the countries concerned. It is the local conditions that reflect the local culture with which people are associated.

Based on an analysis of people's leadership in different European countries, it is clear that the attribute of leadership in one culture may not necessarily be available in other cultures. Western Europe is part of leading people with different teams, emphasizing performance and productivity, providing more room for delegation in the organizational structure, examining modern management and decision-making methods, and managing systems to communicate people at different organizational levels. European managers emphasize strategic planning, the decision-making process, the creation of organizational structures and functional positions. Most top European managers use a participatory leadership style in their work. An analysis of the characteristics of individual types of management and managerial approaches is performed. The output of the analysis is the table: Characteristics of selected European countries, where the analyzed countries, the prevailing four principles of people management and the individual characteristics of people management and managers of these styles are processed.

Several researches were used in the analysis, based on which it is stated that in countries such as the Czech Republic, Poland, Germany, Italy and Lithuania, managers use an authoritative style of leading people. As a result, for these managers, job tasks represent a responsible mission, which they place great emphasis on. It is also typical for these countries that managers have power and decision-making in their hands, resulting in excellent results and performance.

The United Kingdom differs from European countries because it uses the most widely the liberal leadership style, which is the cause of great staff turnover between organizations. It is interesting that the manager decides on very little things and sometimes does not even decide on things that are primarily within his competence. Subordinates often perform the tasks of the leader himself, which causes poor performance of the whole team. A typical feature of the leadership of the people in Great Britain is the mutual power struggle, which is fought by managers and subordinates.

A completely different situation is, for example, in Luxembourg, where a participatory leadership style prevails. Organizations realize that cooperation and very good communication between employees and leaders is important, through which they can achieve better results not only as individuals but as a whole team.

Equally participatory leadership style is typical for Slovak managers, because they can very positively support the development of people's personality and care about their satisfaction. Managers assign tasks to employees based on their experience and knowledge, which greatly facilitates work and brings results for the company.

## 6. CONCLUSION

If the managers of multinational companies are to be successful, they must adapt to changing conditions and follow new trends, which are mainly influenced by culture and technology. The solution is to create a new or specific style of management of multinational companies operating in Slovakia, which managers would follow. The term leadership is very often used as a synonym for management and manager - it is very often understood in the same way as a leader. But it is very important to know that not every manager can lead people to follow him, and therefore not every manager can be a leader at the same time. The difference can also be



seen in the fact that management is about doing things right, but leadership is about doing the right things.

The conclusion of the analysis is that Slovak managers using in most cases participatory leadership style are most similar to managers in Luxembourg. They share several common features, such as the fact that when allocating tasks in a team, everyone knows what to do, because employees have clearly defined tasks. Every employee is responsible for their results and can show respect to people in more important positions, such as managers. The management deals not only with the goals and results of the company, but also with the performance and appearance of employees, which they care about a lot. Employees in Slovakia and Luxembourg like to work in a team, they often communicate with each other, they are friendly, direct and collegial.

Despite the fact that there are many differences between Slovakia and Luxembourg, such as consistency in meeting deadlines and economy, they are very similar in terms of leadership style. In connection with the result of the survey, it is possible to refute the assumption that the leadership style of people in the Slovak Republic is closest to the leadership style in the Czech Republic and Poland, because the cultures of these countries are very similar. It was found that despite a very similar culture, there are big differences in leadership style. It is our neighbors, with whom we have once formed one state, who are closest to Germany in terms of leadership style. They are quite conservative, which is a big difference in comparison with Slovak employees. Czech employees are also known for their very low competencies, they lack independence and initiative, which again makes them significantly different from Slovak employees. They are used to communicate with their subordinates only irregularly and only if necessary, which is the opposite to Slovak employees. A characteristic feature of Czech employees is also inefficiency and the absence of teamwork. Polish managers, in turn, prefer an authoritative leadership style, which is also different from Slovak ones. Similarly as the Czechs, they lack teamwork and are great individualists. They are poorly coordinated, which causes chaos in companies. Innovation is a big threat for them and they have a negative attitude towards changes, which makes them significantly different from Slovak employees. The main problem for managers is that they do not know how to inspire and motivate employees. On the contrary, in Slovak companies, motivation is an important part of the functioning of the entire organization, as leaders know that the company will achieve better results. A similar feature of Slovak leaders is the fact that they know how to solve complex problems and issues and know how to show respect for each other. The achieved level of management of both countries is different, the Czech Republic has a historical advantage within the EU structures, which is reflected in the evolution of management development in both countries.

Slovakia, like any other country, is specific in its culture and different mentality from our immediate neighbors, such as the Czech Republic, Poland and Hungary. The key to success (especially in expatriate management) is to accept these differences and respect them, which unfortunately does not happen in many cases. It is underestimated that despite a small market like Slovakia, its competitive environment is advanced in many industries and can successfully resist, for example, larger companies and budgets, thanks to its capable management, professionalism, structure, performance and efficiency, which in my experience, is achieved mainly through successful human resource management.

#### Sources

1. ARMSTRONG, Michael a Tina STEPHENS., 2008. *Management a leadership*. Praha: Grada. Expert (Grada). ISBN 978-80-247-2177-4.
2. AVERY, G. C., 2005. *Leadership for sustainable futures: achieving success in a competitive world*. Cheltenham: Edward Elgar Publishing Limited.
3. HOFSTEDE, G., 2001. *Cultures consequences. Comparing values behaviours, institutions and organizations across nations*. Thousand Oaks: Sage Publications.
4. KETS DE VRIES, M., 2001. *The leadership mystique*. A user's manual for the human enterprise. London: Pearson Education Limited.
5. MAHBUB, A., 2010. *Survey of leadership styles in different cultures*. Iran: Iranian Journal of Management Studies. Vol. 3. No. 3. 111 s.
6. MURA, L., 2012. Performance of Human Resource Management in an Internationally Operating Company. In: *Serbian Journal of Management*, 1/2012, pp. 115-129. ISSN 1452-4864.
7. RUDITO, P., 2015. *Leveraging Global Talent: Strategic Leverage to Achieve Excellent Business Performance*. Advanced Science Letters 21: 1064-69.
8. SMITH, P.B., DUGAN, S., TROMPENAARS, F., 1996. *National Culture and the Values of Organisational Employees. A Dimensional Analysis Across 43 Nations*. Journal of Cross-Cultural Psychology 27, 231-264.
9. WEE, E. X., TAYLOR, M. S., 2018. Attention to change: A multilevel theory on the process of emergent continuous organizational change. In: *Journal of Applied Psychology* 103: 1.
10. ZHELTOUKHOVA, K., 2014. *HR: Getting Smart about Agile Working*. CIPD Research Paper. London: Chartered Institute of Personnel and Development.