Organizational Leadership and Culture in Bulgaria

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The analysis of the culture-leadership relationship is guided by two research tasks, first, testing the instrumentality of the Global Leadership and Organizational Behavior Effectiveness (GLOBE) methodology in cross-cultural and leadership studies, and second, shedding light on the country that was not included in the original GLOBE research, namely Bulgaria, with its distinctive culture and perceived effective leadership. Based on the surveys of 253 managers, the authors create the profile of a societal culture and the profile of organizational leadership perceived as effective in Bulgaria and compare the empirically derived results with the theoretical predictors of effective leadership in this country. They partially confirmed the hypothesis that culture is predictive of effective organizational leadership and contributed to the empirical analysis of societal behaviors and values in Bulgaria.

Keywords: organizational leadership, culture, Bulgaria, GLOBE research

INTRODUCTION

The culture and leadership phenomena have long been the target of academic inquiries. The award-winning 62-societies' Global Leadership and Organizational Behavior Effectiveness (GLOBE) research (House et al. 2004; Chhokar et al. 2007) connected societal cultures and leadership perceived as effective in those cultures, thus making the distinctive contribution to organizational behavior, cross-cultural studies, and international management.

Our paper is aimed to extend this scholarly inquiry and fill the gaps in exploring the relationship between culture and leadership. Hence, it is guided by two research tasks, first, testing the instrumentality of the GLOBE study in culture-leadership research and second, shedding light on the country that was not included in the original GLOBE study, namely Bulgaria, with its distinctive culture and perceived effective leadership.

We hypothesized that the GLOBE methodology which generates theoretical cultural predictors of organizational leadership and can be tested with empirical studies of Bulgarian managers. Following this methodology, we assumed that sampling from middle managers permits the generalization of the subculture of middle managers in Bulgaria; and through the combination of anthropological and psychological/behavioral traditions of culture assessment, a broader range of variables that were not often considered in cross-cultural theories increased the generalizability of these findings beyond the culture of middle managers alone towards the creation of a societal cultural profile.

This agenda explains the main three steps in our research and justifies the logic of this paper. First, we summarized the knowledge about the culture-leadership connection evidenced in scholarly literature. Second, based on our survey of Bulgarian middle managers we constructed the cultural profile of Bulgaria and used it to theoretically predict the leadership characteristics of Bulgarian managers per GLOBE methodology. Third, we conducted a separate survey of Bulgarian managers to reveal their perceptions of effective leadership and constructed the empirically based leadership profile for Bulgaria. Fourth, we tested the instrumentality of the GLOBE study by comparing theoretical predictors and empirical results.

THE INSTRUMENTALITY OF THE GLOBE RESEARCH

Our research responds to and combines the findings from two major streams of scholarly literature, cross-cultural studies, and leadership studies. We acknowledge that culture "distinguishes the members of one group or category of people from others" (Hofstede et al. 1991: 6), and is variously defined as "shared motives, values, beliefs, identities, and interpretation or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations" (House et al. 2004: 15). For purposes of this research, culture is operationalized as "commonly experienced language, historical belief system (including religious and political beliefs systems), ethnic heritage, and history" (ibid.). We also acknowledge the popularity of leadership studies in modern literature and the existence of a broad range of definitions of leadership that reflect historic streams in traits-tied, styles-tied, or situations-tied scientific interpretation of a phenomenon. With the focus on organizational leadership, we follow its definition 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" (ibid.).

International business scholars are constantly challenged to seek appropriate sources and optimal measures of culture (Caprar et al., 2015; Stahl et al., 2017; Tung and Verbeke, 2010). Historically, the formative research by Douglas (1973) offered a two-dimensional grid for analyzing and comparing patterns of social control among societies (homogeneity vs. diversity). Follow-up studies proposed various combinations of societal dimensions for comparison. The four-dimensional model of Hofstede (1980), comprised of the cultural constructs individualism–collectivism, masculinity–femininity, uncertainty avoidance, and power distance (later enriched with additional dimensions of long-term orientation, indulgence), was applied across 40 countries. In research originating from the World Values Survey of more than 80 countries, Ingelhart (1997) generated a two-dimensional model, which compared societies according to their traditional versus secular values or survival versus self-expression focus. In their seven-dimensional model designed to compare culturally endorsed communication patterns in more than 40 countries, Hampden-Turner and Trompenaars (2000) described how people control time and their environment, express emotions, or relate to others. Depicting a model of universal human values, Schwartz (1992, 2004) revealed three comparative dimensions including embeddedness vs. autonomy, mastery vs. harmony, and hierarchy vs. egalitarianism. Finally, through a 62-society study of culture (House et al., 2004; also see Chhokar et al. 2007), researchers involved in the Global Leadership and Organizational Behavior Effectiveness (GLOBE) study established a nine-dimensional model. Depicting both values and practices approaches to culture, GLOBE measured the dimensions of (1) future orientation, (2) performance orientation, (3) humane orientation, (4) uncertainty avoidance, (5) power distance, (6) institutional and (7) group collectivism, (8) gender egalitarianism, and (9) assertiveness orientation.

GLOBE researchers acknowledged that business and societal environments influence leadership behavior (Dunnette 1976; Bass 1981; Yukl 1998). They found empirical evidence that attributes and entities that distinguish a given culture from other cultures are predictive of the practices of organizations of that culture, and predictive of the leader attributes and behavior that are most frequently enacted, acceptable, and effective in that culture (House et al. 2004, 19). As stated by Hanges and Dickson, in the GLOBE research "the hypothesis that organizational and societal cultures are associated with culturally endorsed leadership belief system is tested and confirmed" (2004, 671).

GLOBE study revealed leadership characteristics that are universally accepted and considered effective across cultures, as well as characteristics considered effective in some cultures but not others. It grouped

leadership attributes into meaningful combinations to form primary and global CLT (culturally endorsed implicit theories of leadership) dimensions. It further determined which dimensions of culture are related to culturally endorsed CLT dimensions. This permitted to generation profiles of CLT leadership dimensions considered effective for specific cultures and culture clusters. Finally, it discussed the importance of findings for leaders in multicultural environments (House et al 2004, 66-67).

While the GLOBE study became popular with its valuable contribution to cross-cultural studies (Cieslewicz, 2014; Javidan et al., 2006; Li et al., 2016), its second distinctive contribution which Harry Triandis named "the Manhattan Project of the study of the relationship of culture and conceptions of leadership" (House et al 2004, xv) or the instrumentality of culture in predicting leadership behaviors perceived as effective in that culture, was less visible in academic literature.

In constructing culture-leadership relationships, GLOBE scholars developed scales to measure organizational leadership across cultures. The GLOBE study statistically defined 21 "first-order" leadership attributes that were consolidated into six "second-order" global leadership dimensions, namely (1) charismatic/value-based leadership, (2) team-oriented leadership, (3) participative leadership, (4) autonomous leadership, (5) humane-oriented leadership and (6) self-protective leadership.

Accordingly, we integrate the GLOBE empirical findings into our proposed study of the culture-leadership relationship, motivated by several justifications. Firstly, from its inception, GLOBE research has highlighted connections between culture and leadership. Although the GLOBE researchers do not address composite cultural effects in economic processes, they identify links between individual cultural dimensions and countries' economic health and development (Javidan and Hauser, 2004). Secondly, in the initial phase of GLOBE research, teams of scholars developed scales based on both prior theory and grounded theory, to determine the characteristics of the constructs to be measured before creating items or forming scales. Then, through a series of pilot tests, adequate psychometric properties and construct validity of the scales were established (Hanges and Dickson, 2004). This systematic rigor reflected in the research (e.g., study design, scholars involved, scales developed) compelled the use of this comprehensive theoretical framework (House et al., 2004). Thirdly, GLOBE researchers measured societal cultures, using questionnaire responses from middle managers about both the desired values they endorsed and behavioral practices they report. Measured on a 7-point scale across nine cultural dimensions, societal-level scores display high within-culture and within-organization agreement, as well as high between-culture and between-organization differentiation. From the sample, societal culture scores for all nine dimensions were calculated for each country, which represents consistent country-level vectors describing those cultures (Javidan et al., 2006). Subsequent studies also affirm the generalizability of this design among samples beyond middle managers (Stephan and Pathak, 2016). As a final point, although culture research commonly focuses on values, important nuances between the concepts of cultural values and cultural practices surfaced in the GLOBE study (Javidan et al., 2006). By combining behavioral norms (society "as is") and aspirational values (society "should be") in their assessments (Hanges & Dickson, 2004), these researchers established a multifaceted understanding of the conceptually separate practices and values approaches to culture measurement. Values are mutual ideals about what is desired in a culture, whereas practices are mutual insights regarding customary behavior in a culture (Frese, 2015). Studies suggest heightened interest in developing advanced conceptualizations of culture, as well as enhanced differentiation and application of cultural constructs (Venaik & Brewer, 2010). Furthermore, GLOBE confirmed that societal cultural norms of shared values and practices affect leaders' behaviors, and that "the differentiating values and practices of each culture and the organizational continencies faced by each organization will be predictive of the leader attributes and behaviors and organizational practices that are most frequently perceived as acceptable and most frequently enacted" (House et al. 2004, 19).

Table 1 displays GLOBE findings in a statistically significant relationship between culture and leadership perceived as effective in that culture, namely statistically significant links between each cultural dimension and "second-order" CLTs or universal dimensions of leadership. For each cultural dimension, it shows which CLTs may be predicted as either contributors or impediments to effective leadership.

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TABLE 1
THEORETICAL CONNECTION BETWEEN CULTURAL DIMENSIONS AND PREDICTIVE CLTs

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Cultural dimension	Attributes	Positive effects in CLTs	Negative effects in CLTs
Future orientation (FO)	Planning ahead, planning for future, living in future, planning meetings	Charismatic/value based Humane-oriented Team-oriented	
Performance orientation (PO)	Improving performance, rewarding performance, being innovative, challenging goals	Charismatic/value-based* Team-oriented Participative* Humane oriented Autonomous*	Self-protective
Humane orientation (HO)	Concerned about others, sensitive towards others, being friendly, tolerating mistakes	Charismatic Team oriented Participative* Humane oriented*	Autonomous*
Uncertainty avoidance (UA)	Orderliness and consistency, highly structured, detailed instructions, rules and laws	Team-oriented* Humane oriented* Self-protective*	Self-protective* Participative*
Power distance (PD)	Position important, obeying leaders, deferring to elders, inequality okay	Humane Self-protective*	Charismatic* Participative*
Institutional collectivism (IC)	Group loyalty, maximizing collective benefits, team sports, team projects		Autonomous*
In-group collectivism (GC)	Organizational loyalty, pride in in-group members' achievements, pride in group members' accomplishments, pride of society being viewed positively by others	Charismatic* Team-oriented*	Self-protective
Assertiveness orientation (AS)	Aggressive, dominant, tough	Humane oriented*	
Gender egalitarianism (GA)	Both men and women managers, girls and boys play sports, failure has equal consequences for men and women, professional development equal	Charismatic* Participative*	Self-protective*

* - statistically significant

DEVELOPING CULTURAL PREDICTORS FOR BULGARIAN ORGANIZATIONAL LEADERSHIP

Our study aimed at societal culture and organizational leadership in Bulgaria, a country member of the European Union and NATO, with a culturally homogeneous population (est. 6.927 million in 2020) where over 85% of its citizens declare themselves to be Bulgarians. Minkov and Hofstede (2014) who analyzed European regions clustered on measures of values, confirmed that 75 percent of Bulgaria's regions form homogenous and delineated clusters with the remaining leaning towards other diverse East European regions. Bulgaria has few distinctive subcultures that may blend with the other countries (for example, Turks and Roma) however, those are in the relative minority and do not change the dominant Bulgarian ethnicity (Minkov and Hofstede 2012).

Comprehensive empirical research on Bulgarian societal culture and its impact on the country's organizational practices, as well as positioning this culture in a cross-cultural space, have been limited due to restrictions for access to empirical data from broad groups of respondents in the previously Communist-controlled society, delayed imports of Western organizational know-how, as well as traditional suspicion towards surveys and behavioral research in a conformist Bulgarian environment. Bulgaria was not included in the classical cross-cultural studies by Hofstede (1980), Trompenaars (1998), Schwartz (1992), or GLOBE research (House et al. 2004), and only recently has the World Values Survey and European Social Survey added data on Bulgaria to their databases.

Davidkov (2004) summarized the results of empirical studies of Bulgarian culture conducted by Bulgarian researchers. His research displayed a diverse methodological base on cultural studies of Bulgaria and explained that some scholars such as Todorov, Chadarova, and Kabakchieva developed their original methodology while other researchers acquired either Hofstede's (1980) methodology (Kolarova, Minkovski, Vedur), or Trompenaars' (1998) methodology (Ivanova, Duraknev, Marinov, Katrandzhiev, Stoianova), or a combination of both (Gerganov, Silgiszhan, Genopov).

Most findings assessed Bulgarian societal culture alongside cultural dimensions developed by Hofstede (1980) that currently dominate cross-cultural research. The profile emphasized behavioral patterns such as strong uncertainty avoidance, high power distance, and moderate individualism. The latter observations were supported by Karabel'ova's results of the 2010 survey that Bulgarian culture has "dominant individualistic" societal attributes (2011, 295). These results, however, deviated from Minkov's study which revealed lower Individualism in Bulgarian organizations (2002). Karabel'ova's survey also confirmed power distance attributes "oriented rather towards the maintenance of social inequality with dominant strict control and directive style of management" (2011, 293) but found "low tolerance of uncertainty and high level of stress" that require consistent rules and legal framework in society (2011, 301). Davidkov's comparison of the results of the surveys conducted in 2001 and 2008 also confirmed distinctions in Bulgarian culture such as high power distance and moderate gender egalitarianism along with a shift towards higher tolerance of uncertainty (2009). Overall, Bulgarian culture-focused studies present a distinctive aggregate profile of society, however with visible deviations of results in selected dimensions.

In this article, we refer to the results of the study of Bulgarian societal culture reported by Bobina and Sabotinova (Bobina and Sabotinova 2015, 2017; Bobina 2018). The original English version of the GLOBE questionnaire has been translated into the Bulgarian language and tested with back-and-forth translation conducted by two different teams of native speakers. 417 middle managers of Bulgarian firms in the major cities of Burgas, Sofia, Plovdiv, and Varna have been accessed through several professional and business networks in 2014–2015 (30% questionnaire response rate). The average age of respondents was 41.8 years; among them 40.8% were men and 59.2% were women. On average, respondents were employed for 18.1 years and reported 14.9 years of formal education. Furthermore, 42 respondents (33.6 %) had received formal training in Western management techniques and practices. The summary of findings on each GLOBE dimension follows.

- – *Uncertainty Avoidance* is the extent to which members of the organization or society strive to avoid uncertainty by relying on social norms, rituals, and bureaucratic practices to alleviate the

unpredictability of future events. Bulgaria's scores on Uncertainty Avoidance display a striking distance between practices and values as perceived by the members of the society. This gap in Uncertainty Avoidance (practices 3.11 vs. values 5.52) is the most visible among all of Bulgaria's data on the GLOBE-tied dimensions of culture. These observations may be interpreted as acceptance of uncertainty by members of Bulgarian society which experiences a fundamental transformation to democracy and market, and preference for order and discipline to confront risks and ambiguities in political and economic life stemming from that transformation.

– *Future Orientation* is the degree to which individuals in organizations or society engage in future-oriented behaviors, such as planning, investing in the future, and delaying gratification. Bulgarian data on Future Orientation also displays contrasting differences between practices ("as is", 2.99) and values ("should be", 5.49) scores. These data reflect the transformation of Bulgarian society from the Communist past associated with long-term future orientation and central planning system through a transitional economy and continuous government reshuffling with prioritized focus on short- and medium-term goals in creating economic and political infrastructure, and expectations of the perceived stability and growth within the European Union.

– *Power Distance* is the degree to which members of an organization or society expect and agree that power should be unequally shared; it relates to society's acceptance and endorsement of authority along with status privileges. The Bulgarian scores on Power Distance display differences between practices and values scores (5.52 vs. 2.60). These can be interpreted as prevailing respect for authority and acceptance of privileges in society combined with the heritage of vertical hierarchies and centralization stemming from the Communist past. Being historically dominated by great powers for centuries and seeking ways to preserve ethnicity, Bulgarians developed strong survival skills and conformist behaviors. Most recently, with higher levels of individual and economic freedoms and striving for compliance with pan-European values, Bulgarians seek democratic solutions in their politics and daily life and departure from high Power Distance practices.

– *Institutional Collectivism* is the degree to which organizational and societal norms and practices encourage and reward the collective distribution of resources and collective action, and *Group Collectivism* is the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families. The Institutional Collectivism practices score for Bulgaria (3.67) and values score (4.65) are close to the average for those countries (4.61) and may be interpreted as the perception of insufficient institutional support for collective actions at the level of organization or society, and expectations for stronger institutional affiliation in the future. The other explanation for the lower score on Institutional Collectivism is the lack of confidence in society about fair redistribution of resources which could motivate stronger collective actions. At the same time, Bulgarian managers displayed a high Group Collectivism practices score (5.46) with a similar pattern in values scores (6.03 vs. 5.47), hence displaying the broadly perceived importance of the group-oriented working environment and pride of and commitment to a family or a team. Overall, Bulgarian scores on collectivism are mixed; however, the profile suggests stronger support for a more collectivist environment and interest in effective collective actions and orientations rather than the trend towards more individualistic behaviors and values.

– *Humane Orientation* is the degree to which individuals in organizations or society encourage and reward individuals for being fair, friendly, generous, caring, and kind to others. Bulgarian societal culture data displays the gap between "as is" (3.50) and "should be" (5.6) scores. The gap may explain the developing nature of the welfare and legal system, and existing unfairness, corruption, and deviations from ethical norms in political and economic life. While Humane Orientation is usually inversely related to hostilities and aggressiveness in society, modest

scores support moderate positioning of the Bulgarian profile on this dimension. Bulgarian values-tied data and the gaps with practices on this dimension reflect the desire for social justice, empathy, and compassion for those who are unable to cope with the new environment or fell victim to Ponzi schemes, lost properties, savings, or investment in risky and uncertain economic and social transition.

– *Performance Orientation* is the extent to which a society encourages or rewards group members for performance involvement and excellence. Bulgarian low score on Performance Orientation on practices (3.62) succumbs to the heritage of the Communist era when the system de-emphasized the need to exceed planned benchmarks, and enterprise managers were not rewarded for achievements beyond those targets unless approved by authorities and streamed in propaganda (like in sports or science). This situation limited the need for and access to additional resources and flexibility in decision-making to pursue innovation. Achievements were not necessarily supplemented by appropriate financial stimuli but occasionally praised symbolically or with political promotions; and while clusters of ethical excellence in Bulgarian society cannot be ignored, multiple macroeconomic results were achieved with ethical and moral violations. Nevertheless, Bulgaria's accession to the European Union puts pressure on enhancing its economic system and competing with the other European countries businesses, hence endorsement of and compliance with higher standards of economic success evidenced in the value-tied score (6.31) and offers an optimistic picture for Bulgaria's vector of economic and social performance.

– *Gender Egalitarianism* is the extent to which an organization or society minimizes gender role differences. In medieval patriarchal Bulgaria, the division of labor by gender was visible with men dominating the labor market. However, in the socialist era, the ideology of gender equality was promoted to bring more women into the economy. Today, women are more involved in household tasks and education, healthcare, or clerical jobs, while still less in senior management and administration, and technical sciences. Women have comparable educational levels with men but lag in pay levels. Under Communism, Bulgarian women were engaged in multiple economic activities and family services; however, the latter was ignored in official economic statistics. Nevertheless, Bulgarian data on gender roles in society emphasizes the importance of egalitarianism, with practices score (4.25) visibly higher than the average score for the EU countries (3.61), and with values score (4.71) also slightly higher than the average score (4.75). The data on the perception of gender roles in Bulgaria displays one of the most important distinctions of the country's societal culture profile. It confirms the advancements in the equality of the roles of women and men and displays Bulgaria among the leading EU countries in terms of perception of egalitarian practices, and with values score also slightly higher than the EU average. The data attest to the idea that Bulgaria remains an egalitarian society with expectations for minimizing gender roles. It may serve as a role model to other countries promoting gender egalitarianism standards in the European Union (Bobina et al. 2017; Bobina 2018).

– *Assertiveness* is the degree to which individuals in organizations or society are assertive, confrontational, and aggressive in social relationships. Bulgarian moderate scores on Assertiveness, practices (3.67), and values (4.40), explain avoidance of confrontational, aggressive behaviors in an environment known for collective actions with obedient behaviors, and a conformist mentality. The lower level of assertiveness in the society may also be interpreted because of strong family bonds, nepotism, and friendliness and kindness which are deeply rooted in Orthodox traditions.

To provide a relative assessment of Bulgarian cultural scores to be used in theoretical predictions of CLTs, we compared those to the averaged 57 countries' practices- and values-tied results and displayed the results in Figures 1 and 2.

FIGURE 1
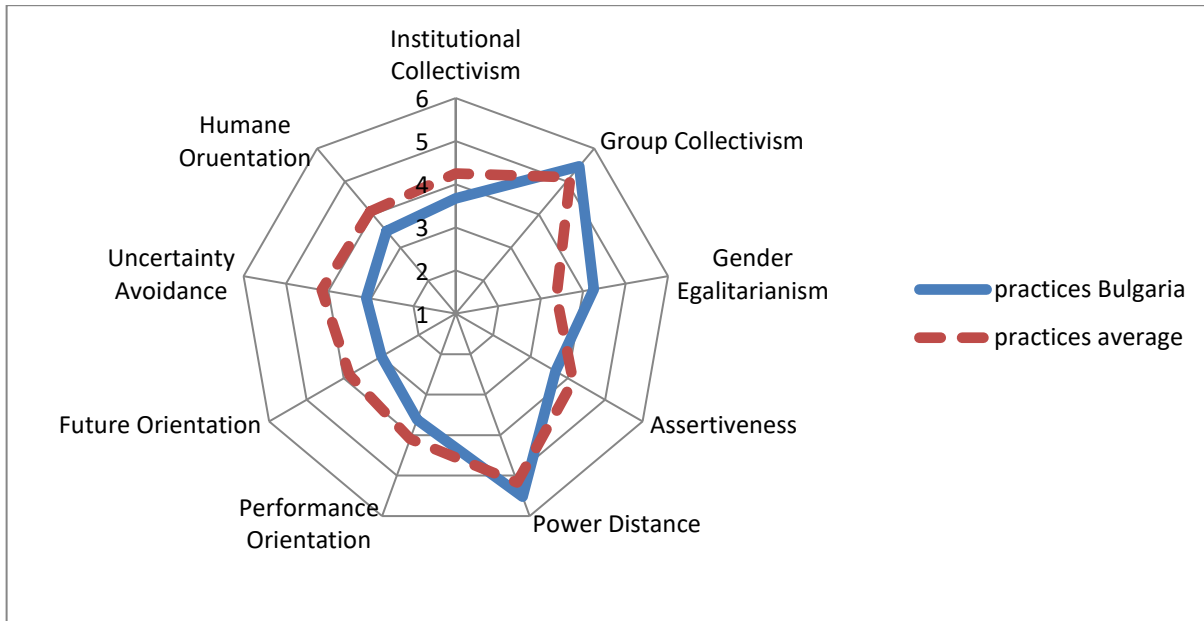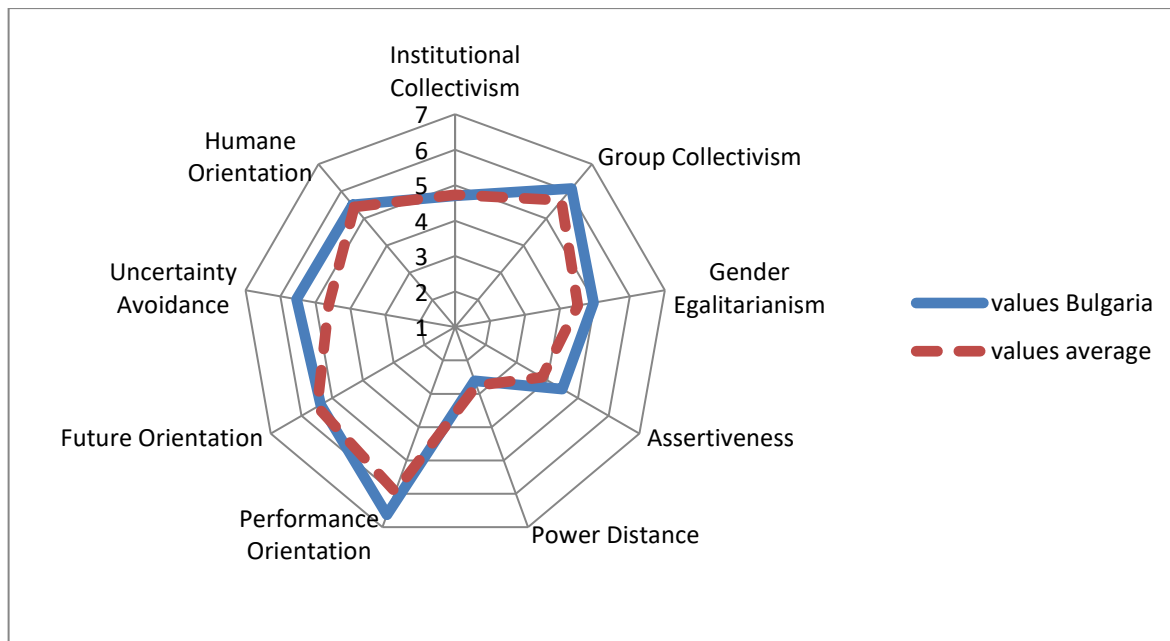**BULGARIA'S PRACTICES SCORES RELATIVE TO ALL-COUNTRIES AVERAGE SCORES**

FIGURE 2
BULGARIA'S VALUES SCORES RELATIVE TO ALL-COUNTRIES AVERAGE SCORES

These comparisons have shown whether Bulgarian scores were close to or distant from the averaged numbers on each of the nine cultural dimensions. In the other words, we positioned Bulgarian cultural scores relative to those numbers with "low", "moderate" and "high" markers. We applied the pattern for theoretical predictions from Table 1 and came up with approximated judgments about projected CLTs for Bulgaria (Table 2).

TABLE 2
THEORETICALLY PREDICTED CLTs FOR BULGARIA BASED ON SOCIETAL CULTURAL PROFILE'S PRACTICES-TIED SCORES

CLT "first order" dimensions	Statistically significant societal values-tied scores (with rankings for Bulgaria)	Theoretically predicted leadership profile (CLTs) for Bulgaria (ranks)
Charismatic/value based	Performance orientation (Low) In-group collectivism (High) Gender egalitarianism (High) Power distance (Reverse: High)	Moderate
Team oriented	Uncertainty avoidance (High) In-group collectivism (High)	High
Self-protecting	Power distance (High) Uncertainty avoidance (High) Gender egalitarianism (Reverse: High)	Moderate
Participative	Performance orientation (Low) Gender egalitarianism (High) Humane orientation (Low) Uncertainty avoidance (Reverse: High) Power distance (Reverse: High)	Low
Humane oriented	Uncertainty avoidance (High) Humane orientation (High) Assertiveness (High)	High
Autonomous	Performance orientation (Low) Institutional collectivism (Reverse: Low) H8mane orientation (Reverse: Low)	High

The "second order" CLT dimensions for Bulgaria were ranked based on the impact of nine cultural dimensions and relevant scores as described by GLOBE research. We concluded that based on the cultural values-based predictors the following profile of leadership perceived as effective in Bulgarian culture emerged. The leaders who are perceived as effective, are highly team-oriented and humane-oriented, but moderate on all other dimensions, namely on contributors (charismatic/values-based), impediments (autonomous and self-protected), and culturally contingent (participative).

BULGARIAN MANAGERS: MEASURING LEADERSHIP ATTRIBUTES

The literature on distinctions of Bulgarian organizational leadership has been emerging in recent years, with discussions of effective leadership styles in selected manufacturing industries (Pencheva 2018) and defense (Dimitrov & Ivanov 2020), information technologies sector (Petkova-Gourbalova 2015), professional service companies (Mihneva 2013), health care (Mitevska et al. 2022) and education (Krivaradeva 2019). However, research that aggregates culture-specific leadership traits and behaviors has been limited so far. Hence, we contributed to close those gaps by conducting an empirical study of Bulgarian managers and connecting our findings to a broader set of attributes of societal culture.

To test the instrumentality of GLOBE and apply the methodology to the analysis and predictions of effective leadership in Bulgaria, we conducted the second survey of Bulgarian managers in 2020-2022. We

distributed 250 questionnaires among managers at Burgas, Sofia, and Stara Zagora and received 127 valid responses (51% response rate). These managers' average age was 23.8 and 38% of respondents were men. The average educational level was 11.9 years in education.

The leadership survey mirrored the original GLOBE questionnaire with "behavioral and attribute descriptors that were hypothesized to either facilitate or impede outstanding leadership" (House et al. 2004, 673). Items were rated per 7-point Likert scale that ranged from low (this behavior or characteristic inhibits from being an outstanding leader) to high (this behavior or characteristic contributes to being an outstanding leader). The questionnaire was back-and-forth translated from English to Bulgarian and tested by two native-speaking teams.

After processing the data, we obtained the following results for the "first order" CLT dimensions for Bulgaria: charismatic/visionary, charismatic/inspirational, charismatic/self-sacrifice, integrity, decisive, performance-oriented, collaborative team orientation, team integrator, diplomatic, malevolent, administratively competent, self-centered, status-conscious, conflict inducer, face saver, procedural, autocratic, nonparticipative, modesty, humane oriented, autonomous. These data were transformed into six "second-order" CLT dimensions for Bulgaria with the following scores (CLT scores defined per House et al. 2004, 14).

Charismatic/value-based leadership reflects the ability to inspire, motivate, and expect high-performance outcomes from others based on firmly held core values. The Bulgarian score (5.81) is close to the global average (5.82).

Team-oriented leadership emphasizes effective team building and implementation of a common purpose or goal among members. The Bulgarian score is lower than the global average (5.16).

Participative leadership reflects the degree to which managers involve others in making and implementing decisions. The Bulgarian score (4.06) is lower than the global average (5.34).

Humane-oriented leadership reflects supportive and considerate leadership but also includes compassion and generosity. The Bulgarian score (5.21) is visibly higher than the global average (4.86).

Autonomous leadership refers to independent and individualistic leadership attributes. The Bulgarian score (4.13) is higher than the global average (3.86).

Self-protective leadership focuses on ensuring the safety and security of the individual and group through status enhancement and face-saving. The Bulgarian score (4.15) is high compared to the global average (3.42).

Based on the results of the empirical study, we generalized the leadership behavior that is perceived as effective in Bulgarian society. She or he has a strong humane orientation which is explained by broadly accepted Orthodox values and gender egalitarian culture with caring attitudes about others. However, a Bulgarian leader is highly autonomous and is not participative. She or he is only moderately value-based oriented and somewhat self-protective.

We compared the Bulgarian data with global ranges and averages for 62 societies derived from the GLOBE database (Figure 3) and ranked empirically generated Bulgarian CLT scores (high, moderate, low) accordingly.

FIGURE 3
BULGARIAN "SECOND ORDER" CLTs SCORES RELATIVE TO ALL-COUNTRIES AVERAGE SCORES
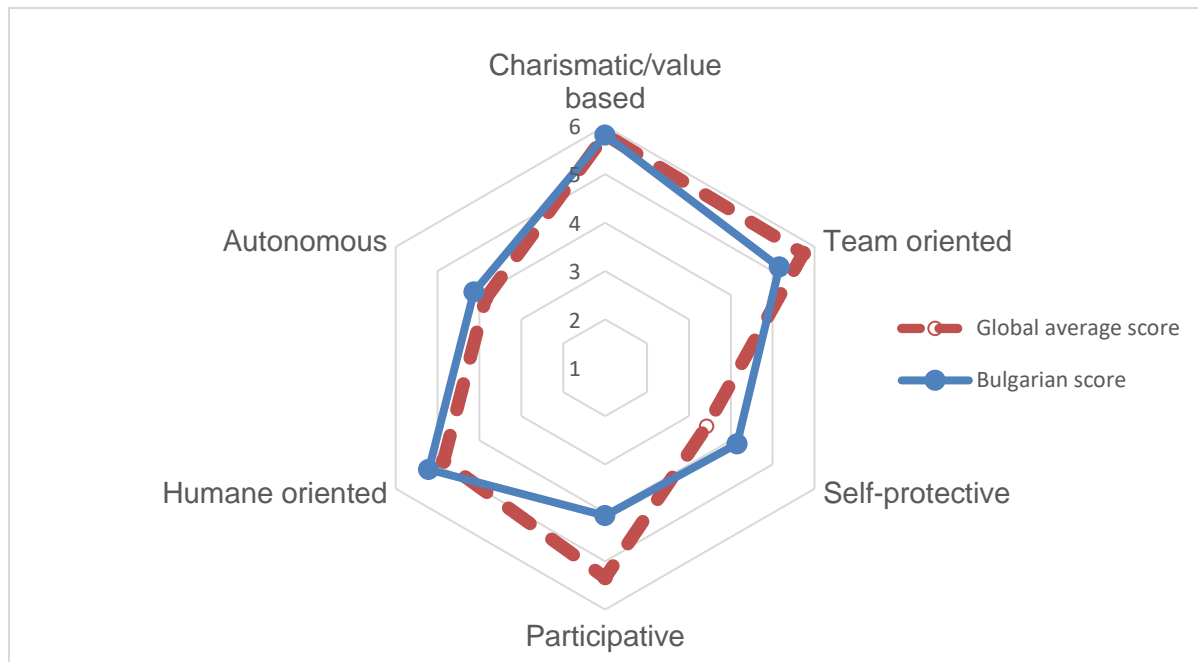
As a result of our study, we developed two sets of rankings for Bulgarian effective organizational leadership, one stemmed from theoretical predictions and the other from our empirical study (Table 3). Our observation led to the following conclusions. First, on four out of six CLT dimensions the ranks matched, namely on Charismatic/value-based (moderate), Participative (low), Humane-oriented (high), and Autonomous (high). Second, in the case of one CLT dimension, Self-protective, the ranks were close (high-moderate). And third, on one CLT dimension, Team-oriented, the ranks were different (low-high). Hence, at the first approximation, our main hypothesis that tested theoretical cultural predictions of effective leadership in Bulgaria was partially confirmed.

TABLE 3
SECOND-ORDER CLT SCORES AND RANKS DERIVED FROM EMPIRICAL SURVEY AND COMPARISON TO THEORETICALLY GENERATED CLT RANKS

CLT "second order" dimensions	Global range	Global average	Bulgarian score	Assessment (empirically generated)	Assessment (theoretically generated)	Test
Charismatic/value based	4.5-6.5	5.82	5.81	Moderate	Moderate	yes
Team oriented	4.7-6.2	5.73	5.16	Low	High	no
Self-protective	2.5-4.6	3.42	4.15	High	Moderate	+/-
Participative	4.5-6.1	5.34	4.06	Low	Low	yes
Humane oriented	3.8-5.6	4.86	5.21	High	High	yes
Autonomous	2.3-4.7	3.86	4.13	High	High	yes

CONCLUSIONS

In this paper, we explored the relationship between culture and leadership and responded to two research tasks. First, we tested the instrumentality of the GLOBE study in predicting leadership characteristics with the knowledge of culture. Our hypothesis was partially confirmed. Second, by conducting the empirical study of managers in Bulgaria, a country that was not included in the original GLOBE study, we advanced our knowledge of culture and leadership in this European country and connected the data to generalized data for 62 societies.

Our project contributes to a general discussion about culture's impact on leadership as well as to a narrower, country-specific application of this discussion to a country that has long been on the periphery of attention in mainstream cross-cultural research. While this study closes several gaps in cross-cultural research by connecting Bulgarian culture to leadership effectiveness, our research has known limitations. First, these limitations stemmed from the relatively small size of samples in the empirical study, 126 valid responses in the first survey and 127 valid responses in the second survey, conducted at different points in time. Second, the assessment of rankings for cultural scores and CLTs were expert-based and applied broad bands for evaluation which in turn, requires further and more detailed exploration of the promising perspectives in integrating cross-cultural and leadership studies with country-focused research.

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