

GLOBE Leadership and Society Surveys

Ethan Allavarpu · Raymond Bai · Jaclyn Chiu
Ariel Chow · Carlie Lin · Dara Tan

Explore the GLOBE

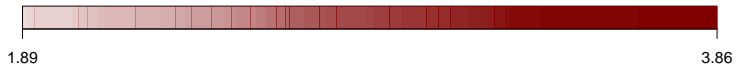
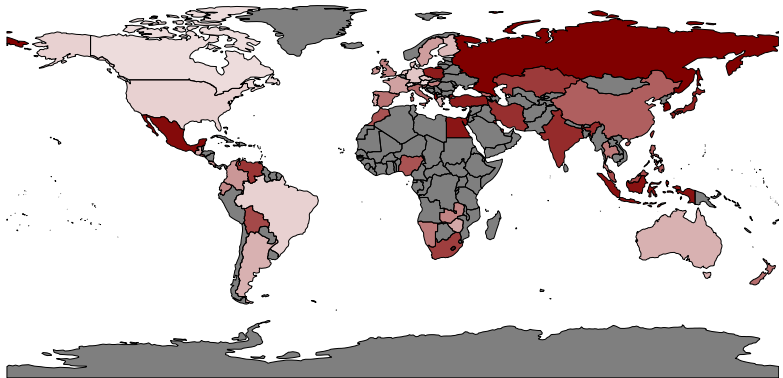
STATS 140XP · Fall 2021

Introducing the Data

- GLOBE (Global Leadership & Organizational Behavior Effectiveness)
 - Goal: Identify the relationships between various leadership and societal characteristics
 - Over 17,000 middle managers, 62 cultures

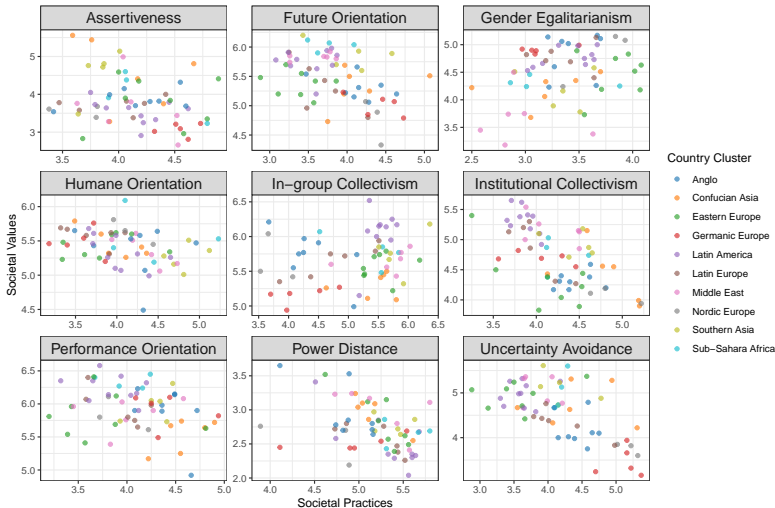
Exploratory Data Analysis

Autocratic Levels by Country



Exploratory Data Analysis

Values vs. Practices by Cultural Dimension and Country Cluster



Note: Countries with missing country clusters were excluded.

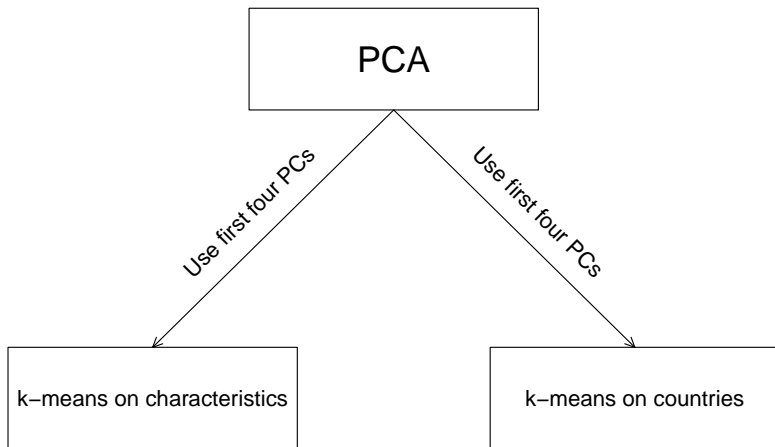
- ① Which characteristics or traits do countries tend to group together when determining “good” leadership values?
 - Which countries have similar perceptions of these leadership values?
- ② Do societal practices and societal values align?
 - If they do not, which practices and values deviate most significantly?

Analysis

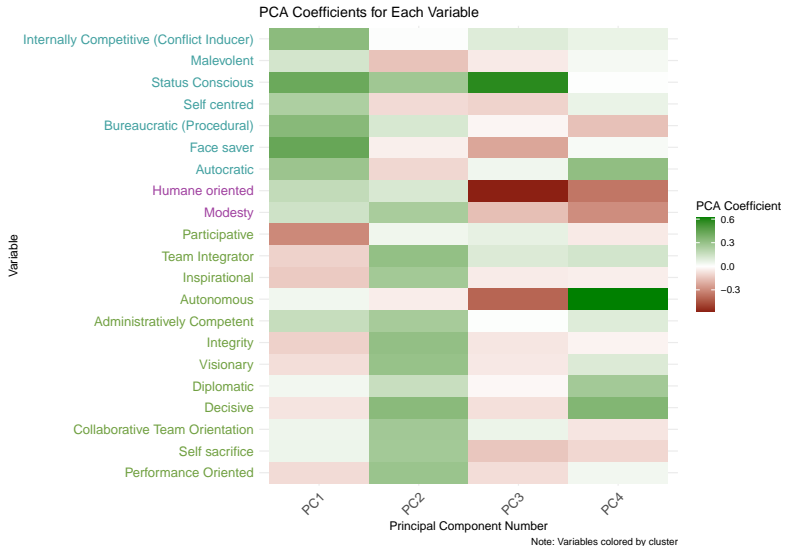
Leadership Clusters: Methodology

- 1 Remove second-order factor analysis variables (difficult for interpretation)
- 2 Perform PCA on the remaining numeric variables
- 3 Perform k -means clustering on the first four principal components for both characteristics and countries

Methodology for Leadership Analysis



Leadership Clusters: Characteristics

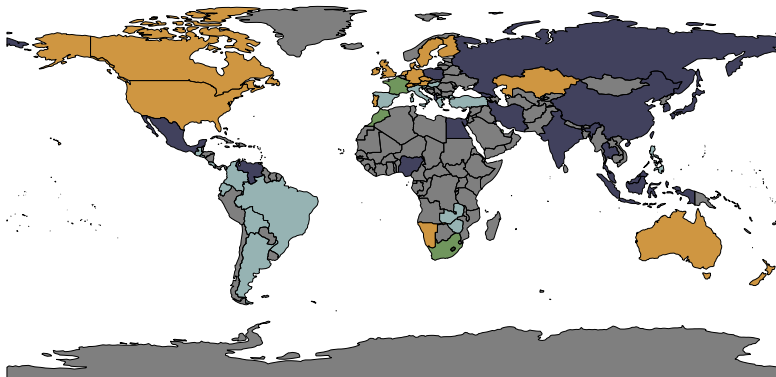


Leadership Clusters: Characteristics

- ① Internally competitive, malevolent, status conscious, self-centred, bureaucratic, face saver, autocratic
 - Negative characteristics
- ② Humane-oriented, modesty
 - Distinctly different group of two
- ③ Participative, team integrator, inspirational, autonomous, administratively competent, integrity, visionary, diplomatic, decisive, collaborative team orientation, self-sacrifice, performance-oriented
 - Positive characteristics

Leadership Clusters: Countries

K-Means Clustering ($k = 4$) on the First Four Principal Components

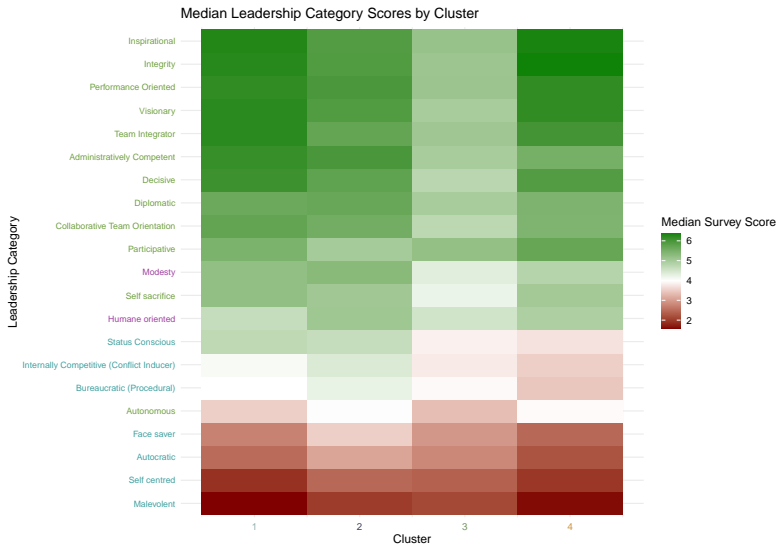


Note: East, West Germany in the same cluster. South Africa colored by Black sample (rather than the White sample)

Leadership Clusters: Countries

- **Light Blue:** Latin America, Mediterranean
- **Dark Blue:** Asia
- **Green:** No specific regionality
- **Gold:** Western and Northern Europe, Anglo

Leadership Clusters



Societal Values vs. Practices: Methodology

For each cultural dimension:

- Simple linear regression model: $y = \beta_0 + \beta_1 x$
- t -test: $H_0 : \beta_1 = 0$ versus $H_1 : \beta_1 \neq 0$

Societal Values vs. Practices: Findings

Table 1: Results of Simple Linear Regression by Cultural Dimension

| Cultural Dimension | Coefficient Value | p-value |
|----------------------------|-------------------|---------|
| Uncertainty Avoidance | -0.6199 | 0.0000 |
| Institutional Collectivism | -0.5251 | 0.0000 |
| Power Distance | -0.4991 | 0.0006 |
| Future Orientation | -0.4725 | 0.0009 |
| Humane Orientation | -0.5944 | 0.0116 |
| Gender Egalitarianism | 0.2437 | 0.0124 |
| Performance Orientation | -0.3459 | 0.0268 |
| Assertiveness | -0.1507 | 0.0414 |
| In-group Collectivism | 0.4393 | 0.0991 |

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