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Master Thesis

MANAGEMENT OF A MULTICULTURALL WORKFORCE IN GREEK ORGANIZATIONS

by

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To my beloved father who is no longer with us, the man who taught me how to perform all of the life's challenges and nursed me with affection and love.

Abstract

The identification of the leadership styles that are applied by Greek organizations which encompass diverse multicultural employees in their workforce and the impact they may have on business performance and employee satisfaction, as well as the identification of the ideal leadership style for them, were the two main goals of this dissertation. The term "diversity" includes people from different cultural and educational backgrounds, those who follow different religions or those who come from another country, disabled people, young or old workforce or even women in top management. In this essay 5 leadership styles are discussed: ethical, paternalistic, transformational, democratic and entrepreneurial. Two more factors are presented in fully detail: business performance and employee satisfaction. Literature review illustrated the relationships between these leadership styles and business performance and job satisfaction respectively. Furthermore, a primary quantitative research was conducted. 136 questionnaires were selected and analyzed in order to answer the main aims of this dissertation and to reach to a conclusion. Research results showed the positive effect of all leadership styles on business performance and employee satisfaction. The beneficial effects of ethical, transformational, democratic and entrepreneurial leadership styles on these two business elements were in compliance with the already existent literature. However, some disagreement related to patriarchal leadership style seemed to be indicated. In literature paternalistic leadership seems to have a negative correlation with both business performance and employee satisfaction. Yet, the research indicated its positive effects on these variables. In addition, the positive correlation of job satisfaction with business performance is presented in the Thesis. Moreover, research showed that the optimal business results can be occurred with the combination of these 5 leadership styles, especially with the cooperation of ethical, transformational and entrepreneurial leadership that present the best results and come in fully agreement with literature.

Key words: diversity, multiculturalism, racial discrimination, gender, sexual orientation, disabilities, leadership, ethical, democratic, entrepreneurial, transformational, paternalistic

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Chapter 1: Introduction

1.1 Aim and Objectives

To begin with, this study aims to investigate the type of leadership that is followed in Greek organizations which are formed by multicultural workforce and consequently, what is the impact of this on business performance and employee satisfaction. In this essay five leadership styles are discussed, the ethical, the democratic, the paternalistic, the entrepreneurial and the transformational. This is an issue addressed by employees' point of view. Furthermore, it is also described the effect of job satisfaction on business performance. As an ultimate aim, this study discusses the delineation of the ideal style of leadership that must be applied in organizations that promote diversity as their virtue so as to optimize their performance and the satisfaction of their employees.

In order to meet these aims that are mentioned above, this survey deliberates 11 objectives that are the main questions that are going to be answered. Here, these 11 research questions or hypotheses, which are detailed below in chapter 3, are mixed and presented in brief:

(1a and 1b): The impact of ethical leadership on business performance and employee satisfaction.

(2a and 2b): The impact of paternalistic leadership on business performance and employee satisfaction.

(3a and 3b): The effect of transformational leadership on business performance job satisfaction.

(4a and 4b): The impact of democratic leadership on business performance and job satisfaction.

(5a and 5b): The effect of entrepreneurial leadership on business performance and employee satisfaction.

(6): The effect of job satisfaction on business performance.

1.2 Importance and contribution to the existing knowledge

Diversity management is a relatively new practice in several organizations. However, it is making baby steps in Greece as it is a country that presents uniformity in ethnicity and religion; almost 93% of it is Greeks orthodox (Kyparissiadis, 2019). It is evident, so, that only a small amount of research has been conducted regarding this issue. A proper appliance of diversity management includes fair programs and practices introduced by the human resources department and promotes the inclusion of a diverse force in the working environment (Mistry, Okumus, & Orlowski, 2021).

According to Kyparissiadis (2019), regarding gender discrimination, Greece possesses the lowest percentage of Gender Equality Index in Europe (only 50%) as well as the third-highest gender gap concerning employment (only 19%). However, this situation is not really recognizable by the Greek citizens as only 32% believe that their communities support gender inequality (Kyparissiadis, 2019). Everything mentioned above makes sense if we consider that declaration of women's rights was established in 1952, relatively late compared to other countries.

Taking into consideration the ethnic origin of Greeks, we can conclude that it is a country of homogeneity. However, there are many immigrants compared to many Western countries as the geographic location of Greece is a crossroad for Europe. Here, you can find many Albanians who constitute 70% of total immigrants, Turkish or people from other Eastern countries such as Afghanistan and Roma people who represent almost 3% of the total population (Kyparissiadis, 2019). All these immigrants are embedded into the Greek community and most of them are fully employed. Regarding religion, 98% of the population embraces Orthodox Christianity but there are some incidents of Muslims, Protestant, and Catholic Christians. However, many believe that migration and multiculturalism hide a historical-structural approach that has got its core in Marxism. This means that multiculturalism is caused due to some political and economic factors that affect the world economy (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019). What is more, this homogeneity leads to the formation of firms based on kinship or relatives in law, not only via the members of the host family but also via immigrants who have been transferred to another country (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019).

Other surveys have shown that age discrimination in Greece is a major problem as ageism concerns the country. What is more, high incidents of unemployment in young ages are presented; almost 42% of people between the age of 15 and 29 were unemployed in 2016 according to the Hellenic Statistical Authority (Kyparissiadis, 2019). What is more, people of the same age who work and lack experience are receiving low salaries under the amount of 500 Euros something that leads to their inability to support themselves. All these contribute also to the rising retirement age.

Concerning sexual orientation, Greece is one of the most "homophobic" countries in the European domain. According to research, over 30% of Greeks would not have a positive feeling if some co-employees had different sexual orientations. This homophobia derives from the fact that it is a homogenous country. Moreover, over 60% of the Greeks do not support same-sex marriage something that caused the response of the public when it was voted from the parliament in 2015 (Kyparissiadis, 2019). As a result "coming out" in a country like Greece is not an easy decision, while the instances of LGBTQ+ acts are only a few.

Finally, Greece is not considered as one of the most convenient countries for people with disabilities. While 14% of its population is people with health issues or some kind of disability, it is evident that Greece does not provide equipped accommodations to satisfy their needs such as ramps or audio signals. We can conclude that implicit discrimination is applied to these people while over 70% of them declare that they have experienced discrimination (Kyparissiadis, 2019).

Taking all the above mentioned into consideration, the importance of this research lies in the fact that diversity is still under process in Greece as it seems that some face difficulty in accepting it. In addition, more and more diversity practices should be initiated by companies such as diversity councils, training programs, and more significant awareness of this issue (Mistry, Okumus, & Orlowski, 2021). What is more, it is claimed that most of the times leadership styles are not explicitly followed, so a lively interest occurs when researchers attempt to peruse it. Finally, not much research has been conducted on the leadership style that is applied to multicultural environments so this essay is an updated contact to the already existing ones.

1.3 Brief Research Methodology

The survey was conducted through primary quantitative research. A questionnaire was designed, translated into Greek, and distributed to several Greek organizations which support multiculturalism. The distribution was done through emails as the questionnaires were Word documents. 136 questionnaires were selected and the results were attached in an Excel document. After this assortment, a statistical analysis was conducted in order to study the results in detail. This analysis was done through SPSS, a statistical analysis element. All ethical issues were covered by the researcher.

1.4 Brief Chapter Preview

Through chapter 2 some basic issues are presented as the literature review of the survey. Firstly, diversity is defined in order for the reader to have a better view of the terminology. Afterward, the term "diversity management" is presented in a combination with some important elements that constitute a diverse firm. To this point, 5 aspects of diversity were studied and projected in detail. Racial discrimination, sexual orientation, disabilities, age discrimination, and gender are discussed in the context of Greek communities. Also, the importance of the existence of these 5 elements is pointed out highlighting their necessity. Furthermore, a major concern on the significance of leadership has been grown. This is fully discussed in this chapter and then 5 types of leadership are presented along with their characteristics: ethical, democratic, paternalistic, transformational, and entrepreneurial. Finally, the definition and the features of business performance and employee satisfaction were demonstrated.

Chapter 3 is constituted of research hypotheses as mentioned above. A more specific study on the impact of these 5 leadership styles on business performance and job satisfaction was conducted. It is evident that four of these leadership styles (ethical, democratic, entrepreneurial, and transformational) have positive correlations with business performance and employee satisfaction. On the other hand, paternalistic leadership negatively affects these 2 organizational elements and it must be taken into more serious consideration. The eleven objectives were formed after research and studying of already existing surveys.

In the context of chapter 4, the methodology of the survey is discussed. It is described the way that the quantitative results were selected and analyzed. To begin with, the research purpose and questions were presented. Continuing in this chapter, the research procedure and the sample that was selected are discussed. Furthermore, the tool that was

used for the statistical analysis process is demonstrated. Finally, the ethics that were followed during this research are fully projected.

In the context of the fifth chapter, the results of the research are presented and discussed through the researcher's point of view. Diagrams and tables are provided for a visual demonstration of the results.

In the sixth and final chapter of this thesis, conclusions are displayed and suggestions for further discussion and research are demonstrated. The results of this particular research are compared to similar ones and proposals for the future are mentioned. Finally, any restrictions or problems throughout the survey are identified.

Chapter 2: Literature Review

2.1 Diversity

Defining diversity is one of the most difficult acts that somebody may attempt to do. In fact, many people have determined this term but it continues to be ambiguous (Mistry, Okumus, & Orlowski, 2021). Countries, also, have different ways of defining diversity as their historical and cultural backgrounds differ. For example, some cultures define diversity as "ethnic difference" while others support its segregated connotation (Kyklenski, 2021). While many suggest that "everyone is diverse", others claim that we should give more emphasis to the similarities people with distinct differences may display. The common line in all these is the dimensions that are used to distinguish people from one another as they focus on every element that is implicitly or explicitly visible and lead to the differentiation of what is treated as "standard" (Kyklenski, 2021). Roosevelt Thomas Jr, in a try to determine diversity, created a metaphor known as the "jelly bean model". In 1996, he suggested imagining a jar full of jellybeans with a variety of colors. Some may argue that the difference in the beans' color represents the position and the impact that diversity has on society. Others suggest that the mixing and the creation of a new combined mass constitute the image of diversity (Kyklenski, 2021). However, a problem derives from this metaphor as the jellybeans keep their own shape and color even though they are mixed and they do not influence one another. Some changes in this metaphor led to a new one described as "the melting pot" metaphor. Now, try to consider a pot full of ingredients for a spaghetti sauce. As soon as the sauce is ready each ingredient does not possess its unique elements such as taste and texture but the sauce acts like a whole influencing one another (Kyklenski, 2021). This is how societies must be considered as people and cultures have been mixed and affect one another.

Returning back to the definition of diversity, the Merriam-Webster Dictionary (2020), explained the difference between explicit and implicit diversity. Explicit diversity is considered whatever has to do with visible elements, usually demographic, that cannot be neglected or detected. These characteristics include age, sex, ethnicity, and physical

disability. On the other hand, implicit diversity includes everything that is implied and encompasses education, religion, sexual orientation, and social background (Kyklenski, 2021). However, what is worth mentioning is the fact that invisible traits are more significant and symbolic than the ones that are clearly visible. Kyklenski J. (2021) demonstrates in his book "Diversity and Organizational Development" an illustration by R. J. Moritz who depicted diversity as a tree with the roots representing the implicit elements of it and the branches the explicit ones. It is evident that even though the branches show a complete image of the tree and it can lead to conclusions regarding the type and the health of the tree, the roots are those who hold everything from falling apart.

Furthermore, more and more people are interested in the concept of diversity. This can be proved by the number of research and papers that have been appeared in the last few years (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019). According to Jonsen et al. (2011), the amount of academic papers about diversity has been multiplied by 110% in the first decade of the millennium. What is more, from 1985, articles concerning diversity appear to be 500% up (Kyklenski, 2021).

2.1.1 Diversity Management

Diversity management is a process that promotes equity, multiculturalism and, diversification and originates from the USA in the late 1980s (Vassilopoulou & Brabet, 2019). The term Diversity Management was coined in 2015 by the online magazine "HR Professional" (Kyparissiadis, 2019) and it included three basic milestones: diversity, inclusion, and equity. Women in significant positions, young or elder workers, colored and disabled people, or people with different ethnicity, religion, and sexual orientation are the factors suggested by this "new" HR policy. However, according to Golom and Cruz, management is responsible for more diverse traits such as the way of one's thinking and their lifestyle (Adkins, 2017). In other words, inherent and acquired characteristics are taken into consideration and often are combined in order to create a modern microcosm that actually is a small representation of the world. Diversity management's central aim is to fight discrimination and enhance the feeling of unity and fellowship within the organization. More and more companies manage to insert such traits, something that transforms them into multicultural environments. Assembling the different pieces of marginalized and deprived groups can benefit

organizations in the way they define Diversity. While many factors have contributed to the encountering of diversity management, one of the most profound is globalization. Nowadays, people live in large communities, meet people of different ethnicity, and create an alloy mixing their blood. According to (Bleijenbergh, Peters, & Poutsma, 2010) the absence of diversity can lead to a "bureaucratic and defensive implementation" while the lack of homogeneity promotes the exchange of information. In Greek society, diversity management is not still totally established as it is one of the policies that require time.

2.1.2 Racial discrimination

Racial discrimination is one of the biggest social problems in European societies. It is based on incidents of inequality due to ethnicity, religious beliefs, and race. Actually, the term "race" is a human construct made by the Europeans who tried to explain differences with the help of biology. However, the term "race" has been prohibited in many European countries as many suggest that it carries a social concept apart from its biological one (Vassilopoulou & Brabet, 2019). Taking into consideration that even immigration countries, such as the USA, are not still ready to accept diversity and multiculturalism, it is not a question that countries with a more homogeneous core cannot fight against xenophobia and racism. This means that ethnic discrimination does not rely on the immigration background a country may have. Not only do cultures suggest discrimination, but also they point it out through their language. Phrases like "black sheep", "blackmail" and "black mark" are only a small proportion of the interpretation of "black" as something negative and harmful. It is evident that people with different skin colors, hair texture, or language do not have the same opportunities as someone native (Stainback, Jason, & Walter, 2019). Something that is worth mentioning is the fact that racial discrimination has been raised through the last few years. Political inconstancies, economic catastrophes, an increase of criminality, environmental issues and the rise of migration have set the ground for the establishment of many far-right parties around Europe (Vassilopoulou & Brabet, 2019). Countries of high importance, included France and Germany, have elected far-right parties that insist on ideas such as racism, anti-Semitism, and social construction (Vassilopoulou & Brabet, 2019). All the above conclude to ethnic discrimination in the workplace. Differences in the way a migrant enters an organization, in payment and in working conditions are some of the most frequent incidents of discrimination these people face

(Stainback, Jason, & Walter, 2019). This is something that did not change even after the "Treaty of Amsterdam" in 1997 applied by the European Union. According to Vassilopoulou and Brabet (2019), applicants who belong to a minority tend to change their names in order to sound like a native one and usually are excluded from higher-positioning and higher-paying jobs. In fact, biological research has shown that there is hardly any difference in human DNA and we are all 99% alike. Of course, the result of this discrimination is the increase of immigrant unemployment or their engagement mostly with manual jobs (Stainback, Jason, & Walter, 2019). The reasons for this inequity are the social backgrounds hidden behind every migrant. On the other hand, there are some people who insist that racial stratification is important for the formation of self-identity and assists in the evaluation of one's self and of others (Stainback, Jason, & Walter, 2019). Furthermore, immigrants are usually people who move to a foreign country in order to obtain better jobs and life opportunities. So, it is no doubt that racial discrimination has many impacts on their psychology as they feel entrapped and isolated in deadlock. According to previous research, it is claimed that racial composition benefits the psychological well-being of workers while racial discrimination act negatively on it. In addition, social support in the workplace is one of the most beneficial trait an organization may contribute to its employees in order to enhance their well-being (Stainback, Jason, & Walter, 2019).

2.1.3 Sexual orientation

Sexual orientation is still the most neglected aspect of diversity in the workplace. Sometimes people even argue if sexual orientation is an invisible demographic element that should be stated or if it is a very personal dimension in someone's life that does not concern anybody else (Kyklenski, 2021). Being gay or lesbian is still taboo in many European countries especially in those that religion plays an important role in people's lives such as Greece. Greeks do not easily accept homosexuality and they tend to exclude those people from their lifestyle. Homosexuals are being stigmatized by society and they find difficulty in expressing themselves. Regarding the workplace, homosexuals can face discrimination not only by heterosexuals but also by the rest of homosexuals (Banks, Fischer, Gooty, & Stock, 2020). That is because "coming out" is a contentious topic of discussion. These people face a dilemma and they are divided between revealing their sexual identity or not, as they are afraid that if they do so they are going to be judged by the heterosexuals but if they don't they are going against

themselves and the rest of the homosexuals (Kollen, 2015). Diversity management attempts to include those people into the core of any organization and to lower "minority stress" that is produced in these racist situations. Managing marginalization is not an effortless process as homosexuals tend to face depression, aloneness and other psychological problems. It is believed that being in a relationship helps homosexuals to manage this stressful condition defined as homophobia (Kollen, 2015). As every employee who does not feel comfortable in the workplace, homosexuals who feel pressure and exclusion do not perform their best losing their job interests. This lack of job satisfaction leads to the organization's bad performance and its economical instability. Being bullied or marginalized does not necessarily mean that somebody accepts the utilization of violence, verbal or physical. As Kollen (2015) claims, microaggressiveness is the most common incident of discrimination that means that colleagues usually make homophobic comments or jokes and they insist on the "significance" of heterosexuality. In other words, working in such an environment is harrowing and inefficient at the same time (Bleijenbergh, Peters, & Poutsma, 2010).

2.1.4 Disabilities

Being disabled is not an easy thing even in 2022. Lack of knowledge and accommodations are some factors that make the life of disabled people difficult. It is very common for a disabled person to feel oppression, marginalizing and depriving him/her of several certain human rights. One of these rights is employment (Bleijenbergh, Peters, & Poutsma, 2010). Organizations usually lack accommodation and, sometimes, willingness to engage with this issue so they do not provide their buildings and services with special supplies in order to include people with disabilities, visible or invisible. Invisible disabilities may include some mental illnesses and they are harder to detect and disclose by those who may have them. For example, an employee diagnosed with depression usually prefers keeping it a secret due to their fear of judgment by their colleagues (Syma, 2019). This is a common phenomenon as employees can be very censorious when they feel deprived and unappreciated. Discrimination that arises from someone's disability is not necessary to be direct; there are many instances of indirect discrimination or even harassment. Actually, it is the most frequent instance of discrimination in the workplace that can cause victimization, which is to act legally against people that cause discrimination. Moreover, it is a usual phenomenon that people tend to question others with disabilities if these disabilities

cannot be detected easily (Syma, 2019). Having a boss that is open and willing to help a person with disabilities, visible or not, is not enough as the person himself/herself ought to have knowledge of their disability and how to deal with it. For instance, a person with epilepsy has to know how to confront it when this neurological disorder occurs. In this case, epileptic worker's colleagues must be aware of the situation so as to offer help. What is more, disabled applicants find difficulty in the process of their entrance into an organization. It is not a question the fact that only 1-2% of workers in the USA disclose their disability (Santuzzi, Martinez, & Keating, 2021). It is not that they feel ashamed but they do not often like to be in the centre of attention or to create some kind of inconvenience. Lack of information regarding disabilities and priorities is a common instance of weakness in many organizations especially in a country like Greece. According to (Santuzzi, Martinez, & Keating, 2021), people with disabilities do not know how to handle situations of disclosure and they prefer avoiding instances of discrimination. Furthermore, employees who are not ready to reveal their disability may feel pressure when they are asked to do so or, even worse, it can be considered as a violation of personal data (Santuzzi, Martinez, & Keating, 2021). Another very common instance of "disability" discrimination is one's return to the working environment after pregnancy or an accident. Sometimes, people tend to behave in a different manner to those who may need aftercare or special treatment. In other words, disability inclusion is not still completely widespread and companies that do not include it in their services lose a significant advantage as they lack some important tools (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019). Organizations ought to be flexible and adjust themselves when a disabled worker enters the working environment.

2.1.5 Age discrimination

It is evident that ageing is a world phenomenon that concerns societies. The small amounts of births in combination with the increase of average age of death have led to the fact that "old people" are more than "the younger". This is depicted in many organizations as people over the age of 50 represent the majority of the company. It is a world phenomenon that employees attempt to work beyond the retirement age due to financial and social reasons (Egdell, Maclean, Raeside, & Chen, 2021). This, also, contributes to the fact that they desire to feel valuable and beneficial (Egdell, Maclean, Raeside, & Chen, 2021). That is why they tend to continue working in the same position or they retire and then they find another job, totally different from the old one. Age

discrimination is the main factor for people's retirement even when they do not feel that they want to "rest". They usually feel undesirable and less contributory so they prefer quitting to doing what they love. Some surveys have shown that the older you become the more negative physical and mental effects you will have on your health (Zhang & Gibney, 2019). What is more, people who do not belong to the same social and demographic group tend to consider the older as less motivated, tired, aggressive, less able and without many important modern skills (Egdell, Maclean, Raeside, & Chen, 2021). This bad and imbalanced working environment can cause many effects on job satisfaction and business performance too (Oliveira & Cabral-Cardoso, 2017). On the other hand, the ageing of an organization does not give much space to the entrance of new stuff in the company. The new entries usually are doubted and are faced as less responsible and less trustworthy. Many organizations though, provide to applicants new programs that promote the entrance of young inexperienced employees full of modern ideas and desire for work. Be that as it may, either young or old, you may face some kind of discrimination that has mostly to do with a demographic element that does not necessarily represent your ability to work. This discrimination is possible to even start from the appliance as many job notices include age limits or ask for a certain experience; the latter excludes the youngest from the appliance as they are less likely to fulfill this requirement. In addition, some workers or applicants receive some kind of racism for their perceived age, that is the age that a person looks like and most of the times differs from their real one (Zhang & Gibney, 2019). For instance, it is very common for an applicant who looks younger than his/her age to get judged and challenged. Regarding those who lost their job and are over the age of 50, it is not easy at all to find a new one and that is because employers do not usually trust people of this age as it is a common belief that they have been tired and lack of motivation. What is more, the retiring age limit influences this decision of their rejection (Bleijenbergh, Peters, & Poutsma, 2010). Discrimination becomes harassment when co-workers start making fun of one's age and they keep him/her outside of social events and instances of conversation.

2.1.6 Gender

Women in the business face many difficulties from the entrance to retirement. While they are active members of the organization they tend to accept gender discrimination that means that they face hurdles due to their gender. In the past years, women used to

represent only a small percent of the workforce but now this is something that has managed to change to a great extent (Bleijenbergh, Peters, & Poutsma, 2010). However, most women are fighting with the phenomenon of the glass ceiling that is their difficulty in leveling up towards the higher stages of top management. The term was coined in the 1980s by the Wall Street Journal and suggests that women usually face difficulty in obtaining leadership positions (Pai & Vaidya, 2009). The reason for this discrimination is the fact that some people still believe that women represent the weak sex and they do not have leadership qualities as men. Women still face the glass ceiling phenomenon even in many advanced countries like Germany, France, the United Kingdom, and the USA, something that is proven from the significant small amounts of women participation in top management. Moreover, even countries that promote equity and are considered more progressive show evidence of a glass ceiling. Sweden is one of these countries (Pai & Vaidya, 2009). Blocking women from promotion is a usual phenomenon that takes place in modern societies neglecting the fact that women may be more equipped than men in some cases. Furthermore, it is evident that women are more possible to gain high-ranking positions when their subordinates are also women (Pai & Vaidya, 2009). However, when females manage to break and overcome this glass ceiling we can say that we encounter a "glass cliff" according to Ryan and Haslam (2013) (Rafiq & Yusaf, 2017). Not accepting the same income as a man in the same position is a common phenomenon of gender discrimination that women usually have to cope with. Furthermore, it is less common that a woman will receive a promotion or pay rise even though she is completely qualified and the most suitable person for the job (Bleijenbergh, Peters, & Poutsma, 2010). What is more, during pregnancy women may face discrimination, even if it was not applicable before. Some treat pregnant women as sick and they believe that they cannot perform well on their job. This is a common instance that takes place in organizations but there is something strange in it. It is not only men that consider pregnant women as weak and unable to perform but also women do so, especially those who haven't experienced pregnancy yet (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019). In addition, the most common case of gender discrimination is sexual harassment. Women, sometimes, are faced as the attracted sex that can do anything using their external appearance and their attractiveness. Many employees, also, doubt women who possess a position in top management and they try to be as competitive as they can in order to prove their incapability. However, not all gender discrimination is deliberate or direct. Many organizations claim that they support equity and inclusion of women but they actually include only a small

percentage of them in their workforce or in top management. Giving to women positions that exclude high responsibility is one of the most common instances of implicit discrimination in the workplace.

2.2 Why is the selection of leadership style important?

Leadership is an important operation that enables the organization to achieve its goals and optimize its performance. Effective leaders are those who succeed to communicate the goals of the organization to the employees, those who guide the team efficiently and are able to fulfill any mission (Fu, Li, & Si, 2012). A team without a leader is like a ship without a captain that means that the role of the leader is vital and crucial. Being an effective leader means being clear and straight, motivating and encouraging your subordinates, and acting as a role model. Choosing the most suitable type of leadership for your company is not an easy process but it is something that you can conclude after years of practicing and leading. Some groups of people work better in an environment where the leader is a friend with them while some others prefer a more distant or "bossy" leader. Be that as it may, leadership is not a simple function for a company. For example, according to McGregor (1960), there are only 2 effective ways to apply leadership: Theory X, an authoritarian style allowing workers to receive directions and to act as they are asked to, and Theory Y, a more participatory style that enables motivation and empowerment (Pellegrini & Scandura, 2007). Ouchi (1981) completed one more theory, Theory Z, that claims that management is a combination of two types of organizations, the American and the Japanese. The American side of this theory indicates employees' satisfaction while the Japanese side is responsible for their loyalty (Pellegrini & Scandura, 2007). Moreover, being a leader is not just easy as may seem as it is argued that it is not something you have infinite in you but you acquire it through practice and devotion to your job. However, some others believe that leading is a talent you own from the moment you reach this world and it cannot be applied by everyone. All these elements play a significant role in the performance of the organization as well as in employee engagement and satisfaction (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009). As it is claimed, the more engaged an employee is the more productive and satisfied he/she is. Furthermore, the productivity of the employee enhances the profit of the company and as a result its performance. Engagement is succeeded when employees are well-prepared, take feedback of their work, feel important for the life of the organization and take initiative (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009).

Taking all these into consideration, only a conclusion can be derived, an organization cannot reach its goals and complete its mission without having a sufficient leader in charge.

Surveys have shown that there are four leader behaviors that a leader can apply to the organization. According to (Yukl), the first one is task-oriented behaviors which are responsible for the efficiency of the company and the accomplishment of its mission. The most important characteristics of this behavior are planning, clarifying the instructions, monitoring within the organization, and problem-solving (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009). Furthermore, (Yukl) continues with relations-oriented behaviors which aim to the creation of strong bonds among the members of the company in order to achieve their goals. The components of this procedure are support and development, recognition, and empowerment. The latest is one of the most important elements a leader can apply to the subordinates as employees are given more autonomy and their voices are taken into account. Subsequently, change-oriented behaviors are presented by (Yukl) that are key elements for innovation, and adjustment. Here, the stages are the following: advocacy of change, envision of change, encouragement for change and facilitation of collective learning. Last but not least, (Yukl) proposes the external leadership behaviors that equip organizations with external information while enhancing their reputation. Once again, the components of these behaviors are networking, external monitoring, and representing.

2.2.1 Ethical Leadership

Ethical Leadership is defined as the leadership style that pursues the ethical beliefs and values of an organization and it is closely connected with principles like moral, authenticity, and integrity. Being ethical means people follow the unwritten laws of nature without violating the culture of others. In an organization, more specifically, we say that a leader is not characterized by ethical behavior when he/she does not communicate ethical standards to his/her subordinates (Liu, Lam "Rico", & Loi, 2012). Three of the characteristics that are promoted by this leadership style are two-way communication between leaders and subordinates, reinforcement, and decision-making (Muniandi, Richardson, & Salamzadeh, 2021). In other words, ethical leaders care about their subordinates and they fill them with dignity and interest for their job, something that leads to the formation of strong relationship bonds. What is more, the reduction of

favoritism and the allowance of the subordinates' expression of their own opinion are two factors that enhance employees' empowerment (Muniandi, Richardson, & Salamzadeh, 2021). Structural and social empowerment in combination with the sense of integrity and morality bring, as a result, the reduction of workplace deviance - the process in which employees do not succeed to perform their moral standards (Liu, Lam "Rico", & Loi, 2012). Workplace deviance can lead to moral disengagement and both of them can cause serious problems in the organization. The disclosure of several confidential documents and the effort of ascendance towards their colleagues are some of the most usual instances of such behavior (Liu, Lam "Rico", & Loi, 2012). Furthermore, a moral leader acts as a role model as employees tend to select behaviors they like and act similarly (Liu, Lam "Rico", & Loi, 2012). One of the most important elements here is the existence of compensation that means that leaders usually reward or punish their subordinates taking into consideration their performance. As Yan Liu et al. (2012) claims, ethical leadership is closely connected with moral disengagement. The latter is a process in which people don't manage to act in a moral manner, or as it is customary to do. Two are the emotions that derive from moral disengagement, shame and guilt, as everyone knows what is considered as a convention (Liu, Lam "Rico", & Loi, 2012). The person who does not feel these emotions even though he/she has acted unethically, he/she probably lacks morality and develops some mental disorders most of the times. Children reveal many incidents of aggression while adults conclude on unethical actions, even against the laws. What is more, ethical leadership is also known for its authenticity, something that benefits the "health" of the stakeholders (Banks, Fischer, Gooty, & Stock, 2020). Being ethical brings in the centre of interest people. That means that this type of leadership is people-oriented and it focuses on the relationship and the communication between stakeholders (Muniandi, Richardson, & Salamzadeh, 2021). However, this can be the most important disadvantage of ethical leadership as bonds and connections seem more important than tasks and results. This can lead to some kind of disagreement between the manager and the employees (Muniandi, Richardson, & Salamzadeh, 2021). Another important element, in this case, is the concept of value. Most of the time, value-based behaviors put others in the centre of attraction and not themselves (Banks, Fischer, Gooty, & Stock, 2020). Lack of egocentricity and narcissism creates a feeling of sharing and aims to benevolence-oriented behaviors (Banks, Fischer, Gooty, & Stock, 2020). Social exchange theory argues that people act, intentionally or not, considering the results of their actions. In this case, this theory supports that employees attempt to maximize the positive effects in

the relationships among the working environment, probably by sharing the power that everyone possesses (Muniandi, Richardson, & Salamzadeh, 2021). Power-sharing and ethical guidance are two important traits that enforce the interaction between leaders and employees.

2.2.2 Paternalistic/Patriarchal Leadership

Organizations that apply a patriarchal style in the way they manage leadership look like a traditional nuclear or extended family. On the top of the pyramid is a patriarch or a matriarch who actually is an authoritative person standing in the middle of the company. Many psychiatrists name the unconscious shipping of one's feelings and behavior, into somebody else due to admiration and affection "transference" (Pellegrini & Scandura, 2007). The person that usually causes this admiration is a father or a parental figure in general. This kind of leader is the controller of the organization as he/she does not share their power with their subordinates (Lan, Chang, Ma, Zhang, & Chuang, 2019) It's not that the leader is the absolute monarch but sometimes subordinates feel stressed when they have to inform him/her about the progress of the business. The paternalistic leader would usually listen to the subordinates' views and suggestions but the final decision will be his/hers (Lan, Chang, Ma, Zhang, & Chuang, 2019). On the other hand, the leader keeps his/her thoughts away from their subordinates, something that creates a worth-mentioning distance between them (Lan, Chang, Ma, Zhang, & Chuang, 2019). The reason for this secretiveness is the leader's need to assert himself/herself and to show his/her power. However, apart from authoritarianism, patriarchal leadership is also characterized by benevolence that means that the leader protects and assures that everyone in the organization will be secure and satisfied (Fu, Li, & Si, 2012). Actually, the patriarchal leader acts like a teacher, a guide who paves the way and teaches subordinates how to accomplish their goals. He is also aware of the working as well as the personal life of the subordinates (Pellegrini & Scandura, 2007). And, of course, this leader is the father/mother that everyone wants to rely on taking into serious consideration his/her advice. This is something that makes the leader a role model and demonstrates his/her personal moral virtues. In other words, moral leadership is an integral part of patriarchal leadership promoting the sense of respect, fairness, and stability. Some may insist that the relationship between a paternalistic leader and subordinates is a give-and-take bond in which the latter have to indicate loyalty in exchange for protection (Pellegrini & Scandura, 2007). Jackman

(1994) pointed out that this relationship looks like a father and a child while the first one blazes the trail to his child's life but is always guided by the factor of affection. Taking the above into account, it is common knowledge that a paternalistic leader should obtain strong managerial skills and inspire confidence. However, the borders of dominance and despotism are, sometimes, exiguous so the leader should be very attentive in order not to trespass on the subordinates' rights. Decisiveness is also one element that can cause several problems but it can lead to beneficial results when used appropriately. Second guesses are not ideal as a patriarchal leader needs to be immediate and operational. What is more, confidence and influence are two traits that a patriarchal leader must possess, inspiring followers and demonstrating power. It is important to be able to assert yourself in critical situations otherwise subordinates will not take you seriously. Organizations that follow a paternalistic leadership style are also defined by high loyalty. It is evident that quitting is not usual in these companies (Fu, Li, & Si, 2012). However, the fact that employees do not have a say and their suggestions are rarely taken into consideration can lead to several drawbacks such as lack of motivation. In addition, there are some opposite placements towards paternalistic leadership. Max Weber (1947) supports that this type of leadership is the biggest threat to individual rights as it can transform the leader into an obsolete and anachronistic figure (Pellegrini & Scandura, 2007). Others also argue that paternalism cannot be easily extracted from management so almost every organization applies it somehow (Pellegrini & Scandura, 2007).

2.2.3 Transformational leadership

Undoubtedly, transformational leadership is a synonym for motivation and inspiration. These two words describe in the perfect way the manner that leadership is applied in these organizations. As Lan et al. (2019) suggest "motivation […] influences people to have the same vision to achieve" and this is something that transforms an organization into a united entity. Research has proved that vision is of great importance within the organization; sometimes it can overcome the significance of interpersonal relationships. The transformational leader is responsible for optimistic and initiative ideas that lead to the accomplishment of the organization's main goal through his/her own quality (Lan, Chang, Ma, Zhang, & Chuang, 2019). In other words, personal goals are transformed into organizational due to the ability of these leaders to increase effectiveness within the firm. One of the most important elements of this type of leadership is intellectual

stimulation that is the challenging of the status quo and acting beyond expectations. Nothing is taken for granted as changes occur constantly. This means that employees should be well prepared and on the alert in order to face any problem. Once again, not only does the transformational leader act as a role model but also makes the subordinates feel important and useful (Lan, Chang, Ma, Zhang, & Chuang, 2019). Transformational leaders see every worker as a distinct entity and they try to give them directions and advice. Through the stimuli they set, subordinates are able to become future leaders enhancing their satisfaction and well-being as they set goals for their personal upgrowth. Transformational leaders pay attention to employees' personal concerns and process their subordinates' needs. What is more, encourage workers to consider differently the problems that occur and to succeed higher levels of performance (Robbins & Judge, 2011). Furthermore, transformational leaders emit respect and create high expectations. According to Robbins and Judge (2011), transformational leadership fosters intelligence, rationalism, and attentive solution to problems. Responsibilities are decentralized while the goals that have been set are long-term tasks that aim in the betterment of organizational entrepreneurship. In addition, this type of leadership enables authenticity and promotes ethical behavior and attitudes (Curado & Santos, 2021). It is, also, in favor of teaching and practicing employees in order to learn the job appropriately and it provides them with knowledge concerning organizational policies.

2.2.4 Democratic Leadership

Democracy derives from the Greek word "demos" which means state or people and "kratos" which means "rule". It comes from ancient Greece and promotes ideas that are bonded with the power of the public sector and the importance of human beings. Being a democratic leader is not easy at any level. In fact, democratic leadership is one of the most difficult and challenging leadership styles one can apply. This style expresses member engagement, freedom, and enterprise (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). All these characteristics lead to the most important element of democratic leadership that is the active participation of the followers in the decision-making process. Suggestions of employees are taken into consideration as well as the process of voting that is followed whenever it is imperative. It stands to reason that the relationship between democratic leaders and their subordinates is characterized by high bonds (Bleijenbergh, Peters, & Poutsma, 2010). Moreover, some of the most significant principles of democracy are mirrored in the organization such as self-reliance,

comprehensiveness, discussion, and equal participation (Hilton, Arkorful, & Martins, 2020). Thus, whenever there is a difference in expectations and the result, leaders discuss and find a solution with the employees. Active member involvement and sharing of responsibility are used to make contributions and to empower employees. Democratic leadership is also known as shared leadership and expresses the ability of a leader to make everyone feel equal and vital for the organization. It can be applied to any organization and discussion and dialogue are promoted. Some argue that dialogue is the DNA of democracy that contributes to the listening of one another and the reflection of different opinions within a community (Raelin, 2012). What is more, the judgment of every single decision and opinion is important as democratic leadership fights against authoritarianism, tradition, and coercion (Raelin, 2012). There is abiding combat against favoritism that attempts to the lack of privileges even when these regard the leader of the group. Leadership here has a more horizontal image as it is not easily recognizable if somebody is a leader or a subordinate. This is, without doubt, the most difficult trait of democracy as sometimes subordinates take advantage of it and borders get disappeared. The line between democracy and anarchy is so slight that can be easily exceeded causing many serious and sometimes irredeemable situations (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). The conclusion is that a democratic leader is more than a manager and he/she should be equipped with elements that can keep everything inside the organization in a balance. Another important element of this leadership style is the application of a reward or punishment system. This means that employees are prepared to receive a particular type of compensation, good or bad, depending on their performance. Some argue that compensation is a kind of bribery and it should be avoided for the better operation of the organization (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). However, it creates the need for improvement and leads to employees' attempts to maximize their performance. Democratic leadership embraces the sense of cooperation and creates groups that are committed to one another, making an environment where people care about each other. Abraham Lincoln was one of the biggest advocates of these ideas in his try to combat slavery and to create a country of equity and inclusion (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009). Similar to ethical leaders, democratic leaders are also authentic and transparent. They make creative and effective solutions to the problems while they build an environment of trust and honesty. Once again, egalitarianism is highlighted as a principle that equates all human rights and promotes deliberation (Fu, Li, & Si, 2012). In fact, democratic

leadership aims to the formation of new leaders who are going to entail and express similar values and politics.

2.2.5 Entrepreneurial Leadership

Entrepreneurial leadership style is a synonym for taking risks and acting innovatively. Leaders who follow this particular leadership style tend to set economic, environmental, and social goals and they attend to achieve them by taking innovative decisions (Nor-Aishah, Ahmad, & Thurasamy, 2020). They, also, manage to create a social institution where employees deal with neglected social issues that are of vital importance in current societies. Such leaders tend to challenge the present techniques and applications of the business and they find more creative solutions to the problems occurred. They do not only identify the problem but they also make an instant proposal for its solving (Georgiadou, Gonzalez-Perez, & Olivas-Lujan, 2019). Some of the most accustomed topics of discussion in an organization that follows such a leadership style are climate change, nature, capital factors, health issues and more. However, entrepreneurial leaders do not only take risks but they also communicate a feeling of ambition and betterment for the future (Nor-Aishah, Ahmad, & Thurasamy, 2020). They must possess self-belief and emit a feeling of supportiveness. Some may argue that these leaders emit uncertainty and instability but they are the only leaders that are so eager to find the best and most efficient solution to the problems. They are not easily satisfied and that is why they are responsible for changes inside the organization as they are considered as the most innovative leaders (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, & Rivera-Torres, 2005). The demonstrated passion and their performance usually become an instance of emulation. Humility is one of the major characteristics of entrepreneurial leadership which means that leaders are responsible for their mistakes when the organization fails to achieve its goals but in case of success, the credits are given to the group as a whole (Esmer and Dayi). In fact, they recognize employees' contribution to the organization considering their work important and providing them with empowerment (Nor-Aishah, Ahmad, & Thurasamy, 2020). However, they give more opportunities to those who can act more quickly and effectively. Despite the risk, leaders of this leadership style need to be patient and determined as well as positive and optimistic (Mistry, Okumus, & Orlowski, 2021). Moreover, one of the major issues entrepreneurial leadership attempts to succeed is the creation of value, social or economic, something that gives entrepreneurial leaders a competitive advantage. One of

the most common fields of concern that also make these leaders stand out from the competition is the association with the environment. Environmental issues are considered important as they concern international issues such as climate change and global warming (Nor-Aishah, Ahmad, & Thurasamy, 2020). Ethics regarding environmental problems are vital for this type of leadership so leaders try to raise awareness by participating in relevant events or conferences. This significant environmental concern leads to sustainability as natural habitats get protected and advanced (Nor-Aishah, Ahmad, & Thurasamy, 2020). Summing up, entrepreneurial leaders take advantage of every opportunity, set new targets, and find instant solutions. They usually break down bureaucracy as they support free-spirit ideas and fight conventions.

2.3 Business Performance

Business Performance is a process that regards top management and ensures whether the firm's objectives have been achieved. By the term "Business Performance" scientists and managers do not only take into consideration the financial factors that lead to the conclusion of profitability or not but also they consider any other non-financial factor that affects the organization. Financial performance includes profit, investments, or insertion in a new market while non-financial performance has to do with the quality of products or services, the stakeholders' relationship and new ideas, or innovations (Rehman, Elrehail, Nair, Bhatti, & Taamneh, 2020). In other words, for the better operation of firm raw materials should be in ideal quantities, resources should be deployed in the maximum and, as a result, customers must be satisfied (Schermerhorn, 2010). However, the most important element for the life of the company is the creation of value. Without it, organizations lose their importance and they are not able to set goals for the future. And, of course, a company without goals can no longer exist. An organization can optimize its added value when the inputs are transformed into outputs through an effective process of transformation. This means that a firm can make a profit when value is added to the original cost of the inputs and that can happen when it sells the product at a higher price than its productivity cost (Schermerhorn, 2010). In other words, the most common way to measure organizational performance is productivity. However, it is worth mentioning that with this term we should take into account two

major elements, effectiveness and efficiency. Effectiveness is an output measure that calculates the accomplishment of an objective while efficiency is an input measure that regards the cost of the resources used in order to accomplish an objective (Schermerhorn, 2010). For instance, the effectiveness of a stock clerk that works in a spice factory can be measured by the quantity of the packaging that he/she will complete according to the daily demand of the firm and the number of orders. On the other hand, the efficiency of the same stock clerk concerns the quantity of the packaging he/she will complete in regard to the cost of the raw materials used (Curado & Santos, 2021). Furthermore, some argue that business performance is merged with personal performance. Thus, when an employee succeeds his/her goals, the firm's objectives can easily be fulfilled. Moreover, business performance is influenced by the cultural control of the firm. As Rehman (2020) indicates, there are several sub-cultures inside a company that are called clans. Each clan affects the organization and its performance. However, successful organizations have been able to form a "value-based culture" that is the forming of some common beliefs and unwritten rules that every worker acknowledges and follows (Rehman, Elrehail, Nair, Bhatti, & Taamneh, 2020). This can be, for example, the need for a formal appearance within the working environment. What is more, business performance can be measured by the setting of targets and their required time of accomplishment. This planning leads to the division of short-term and long-term goals that differ in their focus, tactical and strategic respectively. Another factor that affects business performance is administrative control that is the explicit control that a manager possesses when an objective is accomplished. Rehman (2020) suggests three important components of it: the design and structure of the company, the governance structure, and the policies and procedures that the company aspires. Finally, entrepreneurial competency is the skills and capabilities an organization may possess and influences its business performance once again. According to Rehman (2020), it is the most significant element that should be taken into consideration as it encompasses features of opportunity, learning, leadership, relationship, marketing, strategies, etc. Business strategies, of course, can create a competitive advantage and make the firm stand out in the market (Curado & Santos, 2021). Besides, one of the major business objectives is to become the leader of the market, something that can only be achieved if it manages to improve its performance.

2.4 Employee Satisfaction

Job satisfaction is a term related to the positive or negative feeling regarding one's job. This feeling derives from the evaluation of its characteristics (Robbins & Judge, 2011). A person who has positive feelings about his job is more likely to be satisfied with it while a person who characterizes his job with a low level of satisfaction is more likely to be unhappy with it. In fact, there is no official definition of the term "job satisfaction" as it is considered a multi-dimensional notion (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, & Rivera-Torres, 2005). Research has proved that job satisfaction is defined by some personal characteristics of the workers and/or the characteristics of the job itself (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, & Rivera-Torres, 2005). This concludes to the fact that this concept can be very hard to be defined as every employee may have a different view on what he/she considers of it. Furthermore, Garcia-Bernal et al. (2005), suggested four distinct factors that affect job satisfaction: "personal development of the job", "interpersonal relationships", "job conditions" and "economic aspects". His survey proved that not all of these factors are equally significant while some personal or demographic elements of each employee can change their role. By the term "personal development" it is meant that every employee sets their own goals while having their own interest in them. There are some people who are satisfied in the position they are being in for 20 years while others chase changes and promotion. Personal advancement is really important for workers that attempt on proving their validity and gravity in the organization (Bleijenbergh, Peters, & Poutsma, 2010). What is more, the relationships between employees or managers and subordinates are of vital importance when it comes to job satisfaction. Working in a healthy environment where employees respect and honor their colleagues is not easy and must not be taken for granted. In addition, job conditions include environmental and psychological circumstances within the organization. It is evident that employees who feel secure and certain inside the firm are more satisfied and likely to remain in this position (Yousef, 1997). According to Yousef (1997), organizations that provide job security to their employees increase their satisfaction and, as well as, their performance. However, there are some dimensions that influence the way and the level of how somebody conceives security, like age, culture, ethnicity, marital status, education, gender, income, and personal goals (Yousef, 1997). Surveys have shown that the more age, education, and personal goals rise the more satisfaction is demanded by employees. Furthermore, economic emolument influences in a great degree job satisfaction as wages and advancement opportunities mirror the results of working. In this way, employees watch their effort to become fruitful. Moreover, some insist that employee empowerment

affect positively job satisfaction (Karia & Hassan Asaari, 2006). This view can be enhanced by the level of participation of an employee in the organization as most of them are eager to feel useful and beneficial. In other words, job satisfaction is connected to job identification that is the degree to which workers identify themselves in the job (Robbins & Judge, 2011). Psychological empowerment is important as employees can be responsible for making decisions, understanding what is significant or not and they, finally, are able to recognize this independence (Robbins & Judge, 2011). Another crucial element of job satisfaction is the organizational commitment to the firm (Robbins & Judge, 2011). An employee who is committed can create strong bonds with his/her colleagues and shows faith in his/her managers and in the firm's policies. In other words, they feel devoted and passionate about their jobs something that has as a result customers' satisfaction. It is noticeable that employee satisfaction is related to customer satisfaction especially when satisfied employees work in the front office and have got direct contact with the clients. Many, also, claim that workers mirror any circumstance of the working environment (Robbins & Judge, 2011). In addition, most of the surveys claim that job satisfaction has a positive correlation with job involvement and employee's performance and production, even though some used to believe that this view did not correspond to the reality. Consequently, employee performance leads to the optimization of business performance and career satisfaction, the overall perception of workers of their jobs (Karia & Hassan Asaari, 2006). On the other hand, job satisfaction has a negative correlation with turnover, that is the movement of employees in a different position, and workplace deviance that is a result of aberrant behavior within the organization, leading to the conclusion that when an employee does not like the working environment, he/she will react any way (Robbins & Judge, 2011).

Chapter 3: Research Hypotheses

3.1 Ethical leadership on business performance and employee satisfaction

While ethical leadership enhances decision making and two-way communication, causes empowerment of employees (Muniandi, Richardson, & Salamzadeh, 2021). This leads to the strengthening and the encouragement of the workforce as well as, to the inducement of motivation and sense of belonging. This positive influence of ethical leadership can be very beneficial to the performance of every single employee that means that they can work more effectively and efficiently. Ethical leaders often act as transparent and legitimate role models and attribute rewards or forms of punishment to employees (Liu, Lam "Rico", & Loi, 2012). This exclusive method of reward attribution creates an environment of consistency and fairness, magnifying employee satisfaction and improving the operation of the company. The most important fact that increases unconsciously employee satisfaction is the implicit transfer of ethical traits, normally through higher-ups' behavior. Managers do no impose their opinion but they discuss and compromise as it is a universal truth of what is right or wrong. Most of the times, wholesomeness is something perceived and must not be doubted. In other words, ethical leaders promote humane and justice. When employees are members of a fair environment where everyone obeys the same rules and laws are applied with equality, it is evident that they will be satisfied and show loyalty. Dignity and justice are hovered within the working environment and boost psychologically workers (psychological empowerment) creating a place of inclusion (Muniandi, Richardson, & Salamzadeh, 2021). As ethical leadership enlarges the impact of employee empowerment, it also acts negatively with deviance. The most positive effect of this situation is the enhancement of business performance (Liu, Lam "Rico", & Loi, 2012). One of the most significant results is sustainability that provokes business certainty and consistency. Working under these circumstances can not only cause many benefits within the organization, as the increase of morale, but also out of it. Relationships with the external environment such as customers, suppliers and investors can be enhanced as a sense of "health" is emitted and trust is established. This image, of course, is able to cause respect by communities where the organization is located.

Hypothesis 1a: Ethical leadership has a positive correlation on business performance.

Hypothesis 1b: Ethical leadership has a positive correlation on employee satisfaction.

3.2 Paternalistic leadership on business performance and employee satisfaction

It is evident that paternalistic leaders mostly focus on production rather than people and their well-being (Pellegrini & Scandura, 2007). It is one of the most traditional types of leadership that mostly focuses on obedience to the leader due to his status creating a strict working environment (Pellegrini & Scandura, 2007). Advocates of this kind of leadership claim that production is more important than performance and promote bureaucracy, something that reminds us some more obsolete working conditions. Employees do not participate in the decision-making process and that is also depicted on the relationships with their managers that are more typical and distant. All these lead to the conclusion that the way in which patriarchal leadership is applied is completely linked with employees' satisfaction. It is a common sense that most of the times these paternalistic environments emit fear, stress and mental pressure leading to the employees' disability to express themselves (Bleijenbergh, Peters, & Poutsma, 2010). While others insist that patriarchy supports protection and affiliation, the truth is that subordinates find themselves enclosed without having their opinions heard. The consequences, of course, have several negative effects on business performance as working conditions are not the most ideal ones (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, & Rivera-Torres, 2005). Organizational performance is affected by lack of motivation and interest which are very common in paternalistic environments. However, workers have on their minds that good work will always be rewarded and they are more likely to show loyalty and respect to their bosses. These positive elements can cause several advantages such as lack of absenteeism and turnover (Fu, Li, & Si, 2012). Although, paternalism is connected to authoritarianism, new research has shown that it can be very effective in communities that project some distance from people in power giving more emphasis to the characteristic of benevolence which promotes commitment of the employees in the organization.

Hypothesis 2a: Paternalistic leadership can act negatively on business performance.

Hypothesis 2b: Paternalistic leadership can act negatively on job satisfaction.

3.3 Transformational leadership on business performance and employee satisfaction

Transformational leaders are supporters of challenges and they tend to broaden employees' knowledge and interests in order to achieve better results through significant changes (Brown & Dodd, 1999). It is argued that transformational leadership has a positive effect on work performance. Being such a leader it can lead to the flourishing of the job and form more devoted employees (Curado & Santos, 2021). Moreover, transformational leadership is positively related to self-transcendent values creating a more modern working climate that highlights international important issues such as environmental changes, health care and socio-cultural topics (Zhang & Gibney, 2019). Studies have shown that transformational leadership is positively associated with the performance of the firm and the understanding of the needs of employees (Brown & Dodd, 1999). By all means, as Curado and Santos (2021) claim transformational leadership establishes culture and composes the identity of the organization. Furthermore, subordinates of transformational leaders are capable of absorbing the values of their superiors something that influences their behavior (Zhang & Gibney, 2019). This can lead to employees' motivation and well-being, managing to achieve both organizational and personal goals. Relationships between these leaders and their followers are healthy and full of trust and honesty as the latter do not feel pressure expressing their opinion or when it is necessary to convey a bad message. In addition, transformational leaders are closely connected to rapid changes and risk taking and they have been able to create an environment of "self-help" and "self-control" where every employee is satisfied (Curado & Santos, 2021). These leaders manage to oppose stress in working environments and to create an organizational culture where everyone is included. This sense of inclusion, in combination with their ability to manage emergencies, forms a flexible place that enhances work performance (Curado & Santos, 2021). What is more, supervision and rewarding are two basic methods that are followed in this type of leadership and they can cause significant positive results regarding employees' satisfaction (Brown & Dodd, 1999). Finally, intellectual stimulation is responsible for increasing workers' knowledge and guiding them to make more creative decisions solving any problem that occurs. Everyone feel a member of the team having the same vision for the firm (Lan, Chang, Ma, Zhang, & Chuang, 2019).

Hypothesis 3a: Transformational leadership affects positively business performance.

Hypothesis 3b: Transformational leadership affects positively employee satisfaction.

3.4 Democratic leadership on business performance and employee satisfaction

Democratic leadership is a synonym for sharing responsibility and enhancing of member involvement, something that has positive effects on the future of the organization. As a result, this type of leadership helps managers and subordinates to set goals and create strong bonds within the firm. Regarding this, employees are also responsible for the advancement of the company and share their ideas with the leaders (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). In other words, democratic leadership shapes an ideal and pleasant working environment where employees can talk freely with their bosses and increase they motivation. Furthermore, the lack of stress in combination with the feeling of support by the leaders affects positively the organization. Moreover, the process of compensation increases employees work as they are more keened on performing well in order to avoid punishment (Hilton, Arkorful, & Martins, 2020). Appraises and punishment are applied where and when it is necessary creating a sense of attribution of justice. The fact that the decision-making process is decentralized in this type of leadership implies that it affects positively the performance of the organization as the employees work harder and more efficiently so as to achieve the best results. In this contributes also the fact that leaders invest on training of employees so the latter have certain guidelines to follow. In addition, their contribution and involvement increase their level of satisfaction regarding the working conditions. These elements are connected to productivity and/or higher levels of services, two characteristics that lead to the growth of the organization and its sustainability in the future (Hilton, Arkorful, & Martins, 2020). In addition, democratic leadership forms instances of commitment and loyalty as employees are willing to perform their best in order to fulfill the needs and the goals of the organization. However, democracy must not remind us of chaos and disorder, and this is something that leaders ought to take into consideration in order to keep everything in balance.

Hypothesis 4a: Democratic leadership affects positively business performance.

Hypothesis 4b: Demographic leadership affects positively employee satisfaction.

3.5 Entrepreneurial leadership on business performance and employee satisfaction

It is argued that entrepreneurial leadership can cause positive and negative effects in the organization but what is surely claimed is the fact that entrepreneurial leaders are able to create a competitive advantage towards other organizations in the same market. Firms that apply this type of leadership are more innovative and they usually are full of improved ideas and techniques. Taking all these into consideration, entrepreneurial leadership can lead to many beneficial results regarding business performance as they aim to generate value within their firm (Nor-Aishah, Ahmad, & Thurasamy, 2020). Usually, entrepreneurial leaders look like team leaders or captains of teams who pave the way and lay the foundation for future growth (Esmer and Dayi). That is something that can cause many advantages not only on the performance of the employees separately but also on the organizational performance as it is characterized by coherence and evenness. On the other hand, someone would claim that the fact that employees who work in those organizations can feel uncertain or insecure due to the consistent changes. However, the working environment is not unpleasant and can be very beneficial if employees follow the leader's passion. Innovation can indeed turn a profit especially when it is applied by a vigorous entrepreneurial persona (Nor-Aishah, Ahmad, & Thurasamy, 2020). All these can fill employees with empowerment making an environment of commitment and self-independence. They feel useful and essential for the growth of the firm making an environment of control and full of motivation. All these can promote new strategic direction within the organization and, as well as, it can lead to the solution of significant issues such as environmental concerns and social problems. What is more, an employee who works in this type of firm, he/she is willing to adjust in any situation as he/she is prepared for changes (Garcia-Bernal, Gargallo-Castel, Marzo-Navarro, & Rivera-Torres, 2005). This flexibility creates more motivates employees skilled with many traits that encompass determination and organization. It may seem as a complex firm but the benefits are way more than the risks.

Hypothesis 5a: Entrepreneurial leadership can cause positive effects on business performance.

Hypothesis 5b: Entrepreneurial leadership can cause positive effects on employee satisfaction.

3.6 Job satisfaction on business performance

It is easily understood that satisfied employees achieve better long term work performance. It is evident that satisfied workers are more likely to perform a task with allegiance as they are presented more loyal and dedicated to the firm (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009). However, job satisfaction is not an easy thing and it cannot be defined easily as its meaning is not concrete. This means that job satisfaction differs from worker to worker and there are many factors that affect this theory. Surveys have shown that satisfied employees are more productive and happy as they seem to like their jobs (Curado & Santos, 2021). Working in a pleasant environment cannot be easily found and these employees are more likely to point out all their values and services. Productivity is, of course, related to business performance which is highly expected when workers are committed and pursue success (Karia & Hassan Asaari, 2006). Companies are aware of this and they attempt to enhance job satisfaction by improving the working conditions and creating secure and healthy environments. As some identify job satisfaction with the level of liking of one's job, we can conclude that it is not common to see satisfied employees to protest or to quit from their jobs.

Hypothesis 6: Job satisfaction has positive correlation on business performance.

3.7 Research model

In this framework, it is presented the influence of each leadership style on business performance and employee satisfaction encompassing the hypotheses that were mentioned above. Furthermore, the effect of employee satisfaction on business performance is demonstrated, too.

Ethical Leadership		Business Performance
Paternalistic Leadership	H1a	
Transformational Leadership	H1b	
Democratic Leadership	H2a	
Entrepreneurial Leadership	H2b	Employee Satisfaction
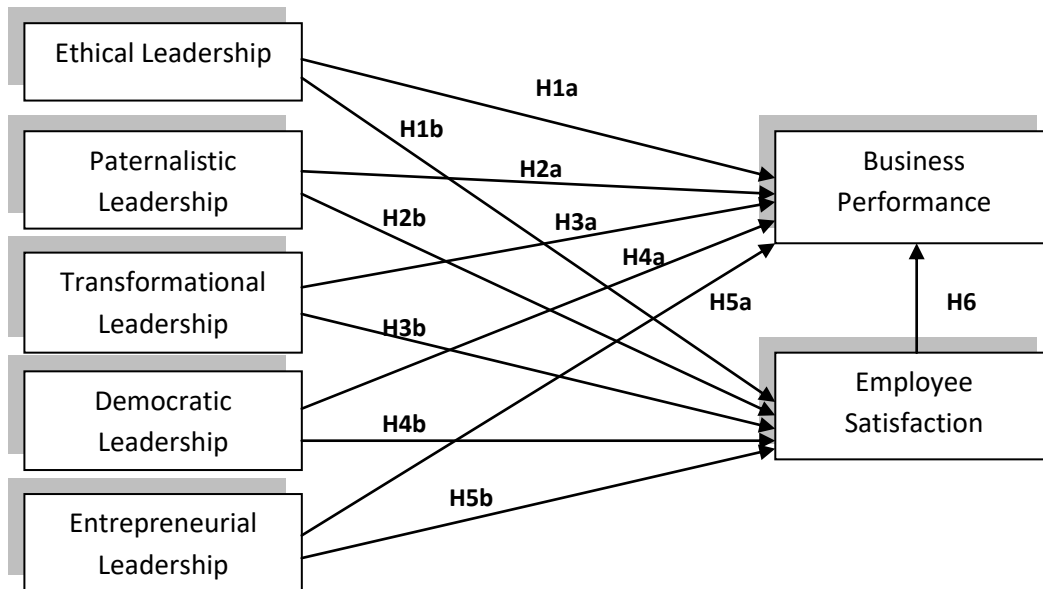
Chapter 4: Methodology

4.1 Research Tool

The tool that was used for this survey was a questionnaire which is presented in Appendix I and II. The questionnaire was a Word document and was distributed to the organizations via emails in its Greek version. The employees had to answer it and send it back to the researcher.

The questionnaire consists of 2 parts. The first one addresses the HR department of the company and includes 12 open-ended questions (Appendix II). Basically, it asks for some demographic details of the firm such as the number of the employees working in it as well as the number of immigrants or disabled people within it. The second part represents the main questionnaire and it includes 48 questions of a 7-scaled Likert items apart from some basic brief questions in the beginning referring to the name of the company, employees' position and years working in the company (Appendix I). In fact, the questions are divided into 7 groups according to 5 leadership styles that were discussed above (ethical, paternalistic, transformational, democratic, and entrepreneurial) and business performance and employee satisfaction. This second part is addressed to employees of the firm of any department.

4.2 Research Sample

The questionnaire was distributed to 17 Greek companies that support inclusion, equity and diversity. That was the only restriction of this survey as the organizations that took part had to represent a multicultural environment. In the end, 136 questionnaires were selected in combination with the 17 questionnaires from the HR department. The approach of the firms was based on 2 main methods, the convincing and the avalanche one. The first one is the attempt of the researcher to convince the manager or the HR employee to answer the questionnaire while the second one is the promotion of it to his/her subordinates. Furthermore, the avalanche method, also, refers to the promotion of the questionnaire to other organizations by those who had already answered it. In this way, the researcher selected a significant amount of replies in a brief period of time.

4.3 Procedure of Research Data Collection

So as the researcher to carry out this survey, the following steps should have been done in this particular order:

1. The identification of the research purpose that is the determination of the leadership style that is used by companies with multicultural workforce, as it was mentioned above.
2. The identification of the research objectives (11) which represent the research hypotheses.
3. Formation of the questionnaire in a comprehensible way and easily understandable by the employees. The researcher attempted to construct a brief questionnaire that would cover all the scientific aspects needed to be taken under consideration.
4. Approval of the questionnaire by the supervising professor.
5. Selection of companies that promote diversity through online research, mostly via LinkedIn. The researcher found almost 35 organizations that were given the "Charter of Diversity" by "Diversity Charter Greece.
6. Online distribution of the questionnaire: the researcher contacted to these companies, first, via telephone and then by sending them an email with all the information needed in order to complete the questionnaire.
7. Selection of the research results: companies started responding via emails and the researcher organized the answers by firms.
8. Coding procedure of research data: transformation of the answers into data in an Excel document by the researcher. At this point, the research data is transformed into quantitative results.
9. Statistical analysis and interpretation of results through SPSS.
10. Demonstration of results and tracing of conclusions and proposals.

4.4. Research Ethics

This research followed all the suggested ethics that must be taken into account. First of all, the researcher conducted the recipients politely and informed about the purpose of the research. What is more, the researcher insisted that all the data should be used only for the purpose of this particular research. Moreover, guaranteed the recipients of the

questionnaire that confidentiality and privacy will be maintained, and that the name of the company is only written due to practical reasons; for the convenience of the researcher in the classification of the data. Furthermore, the researcher informed the companies that their participation in the research plays a voluntary role. Finally, the email that was sent included all the important information so as the recipients to contact the researcher in case it is needed.

Chapter 5. Research Results Presentation and Discussion

5.1 Demographics

The demographic elements are presented in two ways, through tables and through diagrams.

Table 1: Type of Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Industry	82	40,0	40,0	40,0
	Service	54	60,0	60,0	100,0
	Total	136	100,0	100,0	

Diagram 1
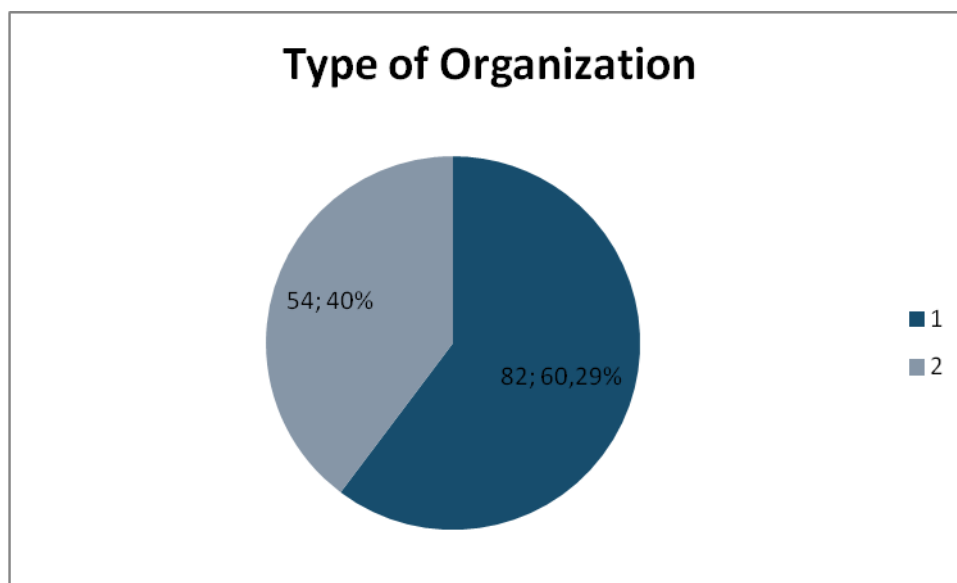
The above presented results indicate that from the 136 employees, 82 (60%) work in an industry while 54 (40%) work in a service company.

Table 2: Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8-49	58	42,7	42,7	42,7

	Frequency	Percent	Valid Percent	Cumulative Percent
50-249	48	35,3	35,3	78,0
250-500	30	22	22	100,0
>500	0	0	0	
Total	136	100,0	100,0	

Diagram 2
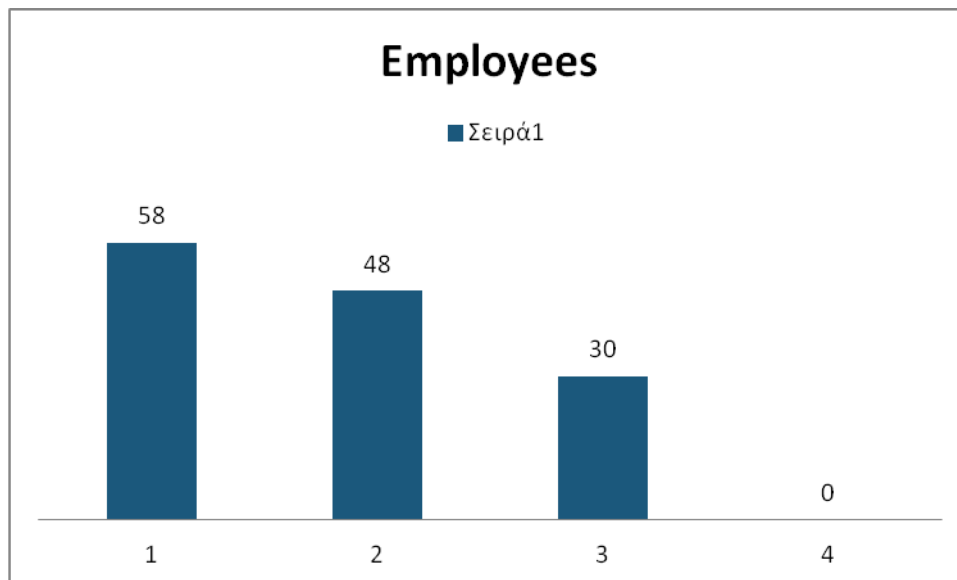
The results above show that 58 employees that took part in the survey work in a small organization consisted of 8-49 employees, 48 employees work in a medium organization of 50-249 workers and 30 of them work in a big organization of 250-500 members. No participants work in an organization consisted of over 500 employees.

Table 3: Type of Diversity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women in top man.	36	26,0	26,0	26,0
	Over 50	45	33,0	33,0	59,0
	Under 25	12	9,0	9,0	68,0
	Immigrant	28	21,0	21,0	89,0
	Disability	15	11,0	11,0	100,0
	Total	136	100,0	100,0	

Diagram 3

Kind of Diversity

■1 ■2 ■3 ■4 ■5

36; 26%
45; 33%
12; 9%
28; 21%
15; 11%
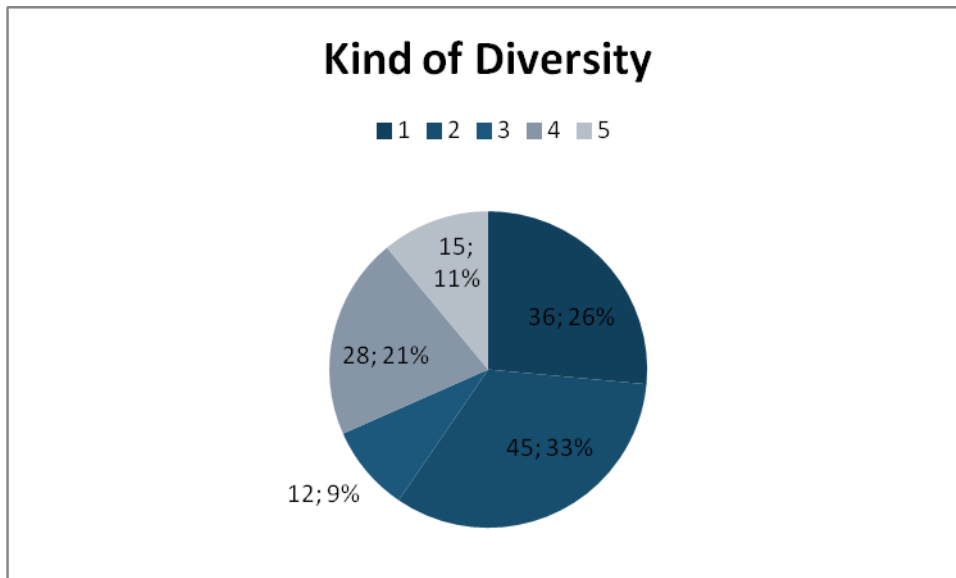
The above results indicate that the highest percentage of the participants in the survey is 33% (45 participants) representing employees that work in a company that includes a high percentage of workers over the age of 50. The immediate after percentage represent companies with many women in top management and that is the 26% of the whole sample (36 participants). The 21% (28 participants) corresponds to companies that promote the employment of immigrants while the 11% (15 participants) corresponds to companies that promote the employment of people with disabilities. The lowest percentage is that of 9% (12 participants) that represents companies with workers under the age of 25.

Table 4: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	79	58,0	58,0	58,0
	Women	57	42,0	42,0	100,0
	Total	136	100,0	100,0	

Diagram 4

Gender

57; 42%
79; 58%

■1
■2
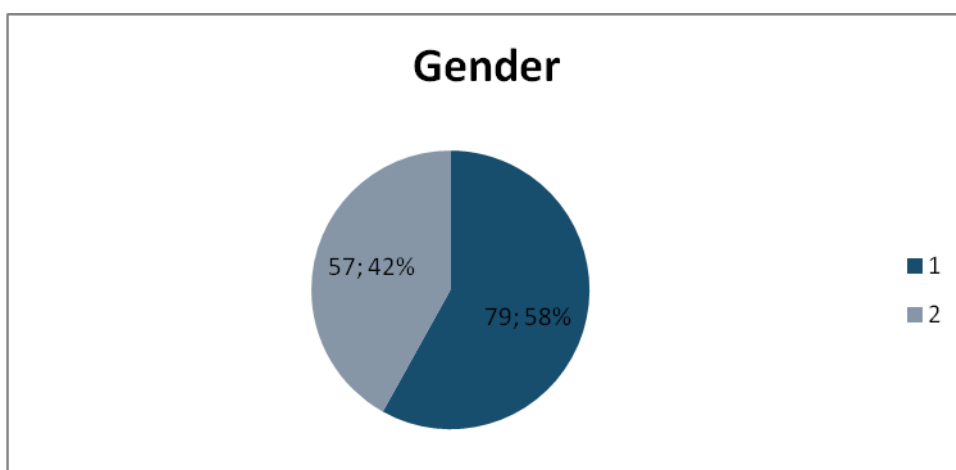
The results demonstrated above show that 79 (58%) of the participants were men while 57 (42%) of them were women. The survey included 136 participants in total.

Table 5: Time in Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5 years	71	52,0	52,0	52,0
	5-10 years	36	27,0	27,0	79,0
	>10 years	29	21,0	21,0	100,0
	Total	136	100,0	100,0	

Diagram 5
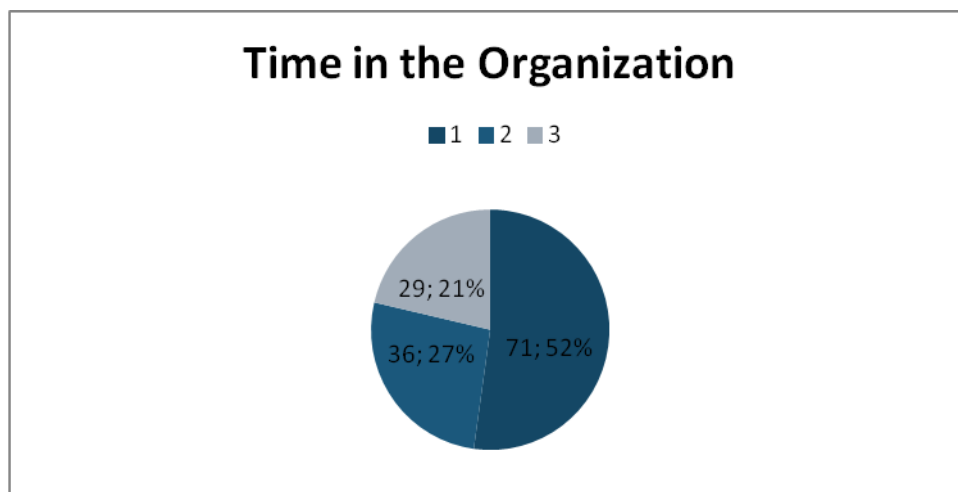
The results above indicate that 71 participants (52%) work in their organization for less than 5 years, 36 (27%) between 5 and 10 years while 29 (21%) work for over than 10 years.

Table 6: Employee's Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Man.	11	8,0	8,0	8,0
	Middle	65	48,0	48,0	56,0
	Employee	60	44,0	44,0	100,0
	Total	136	100,0	100,0	

Diagram 6

Employee's Position

■1 ■2 ■3

11; 8%

60; 44%

65; 48%
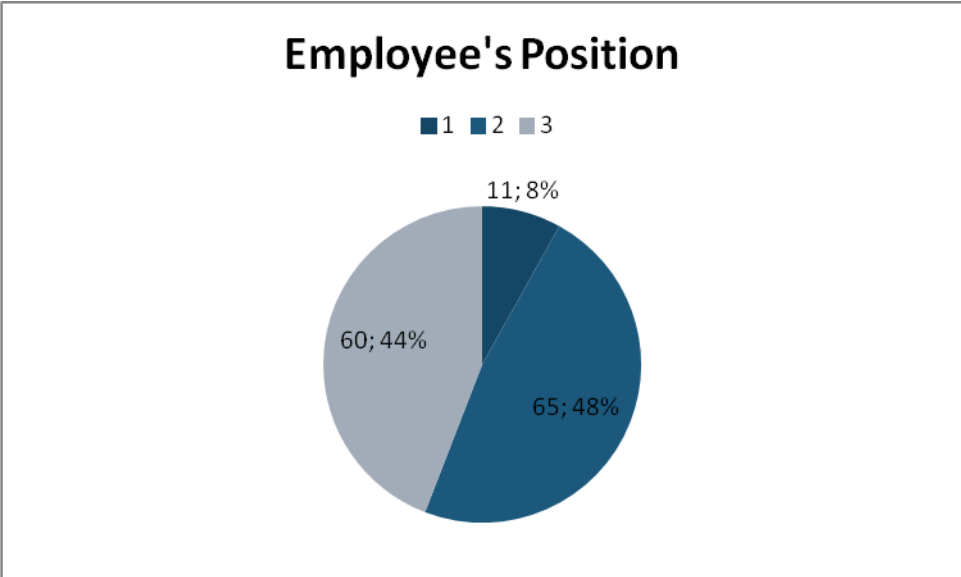
The results demonstrated above show that the highest percentage of the participants, 48%, possesses a middle position (65 participants). The 44% represents the participants who are just employees (60 participants) while the lowest percentage is that of 8% that is people in top management (11 participants).

5.2 The impact of Ethical Leadership on Business Performance and Employee Satisfaction

The following results answer to the first two hypotheses, 1a and 1b. Checking the regression plots of ethical leadership and business performance and employee satisfaction respectively, the researcher reached to the conclusion that there is a linear correlation among them. The two plots are presented below.

Diagram 7: Ethical Plot 1

Diagram 8: Ethical Plot 2

After applying linear regression on SPSS, the researcher concluded to the following results.

Table 7: Ethical Correlations

Correlations

		ethical	performance	satisfaction
Pearson Correlation	ethical	1,000	,576	,607
	performance	,576	1,000	,553
	satisfaction	,607	,553	1,000
Sig. (1-tailed)	ethical	.	<,001	<,001
	performance	,000	.	,000
	satisfaction	,000	,000	.
N	ethical	136	136	136
	performance	136	136	136
	satisfaction	136	136	136

Taking into consideration the Sig. element of Table 7, we can conclude that there is some kind of correlation between ethical leadership and business performance as the significance (Sig.) number of these two variables is p = 0,001 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,576 which means that the relationship between them is moderated (neither strong nor weak). In fact, if ethical leadership grows by one unit, business performance will grow by 0,576 units. A similar relationship is demonstrated between ethical leadership and employee satisfaction. Once again the Sig. coefficient is 0,001 (p<0,05) that indicates the existence of some kind of relationship between the two variables. Regarding the Pearson Correlation coefficient, 0,607 indicates a moderated relationship between these variables. These two results show a positive relationship of ethical leadership and business performance and employee satisfaction, something that comes to an agreement with the already existent literature.

5.3 The impact of Patriarchal Leadership on Business Performance and Employee Satisfaction

The following results answer to the second group of hypotheses, 2a and 2b. Taking into account the regression plots of patriarchal leadership and business performance and employee satisfaction respectively, the researcher reached to the conclusion that there is a linear correlation among them. The two plots are presented below.
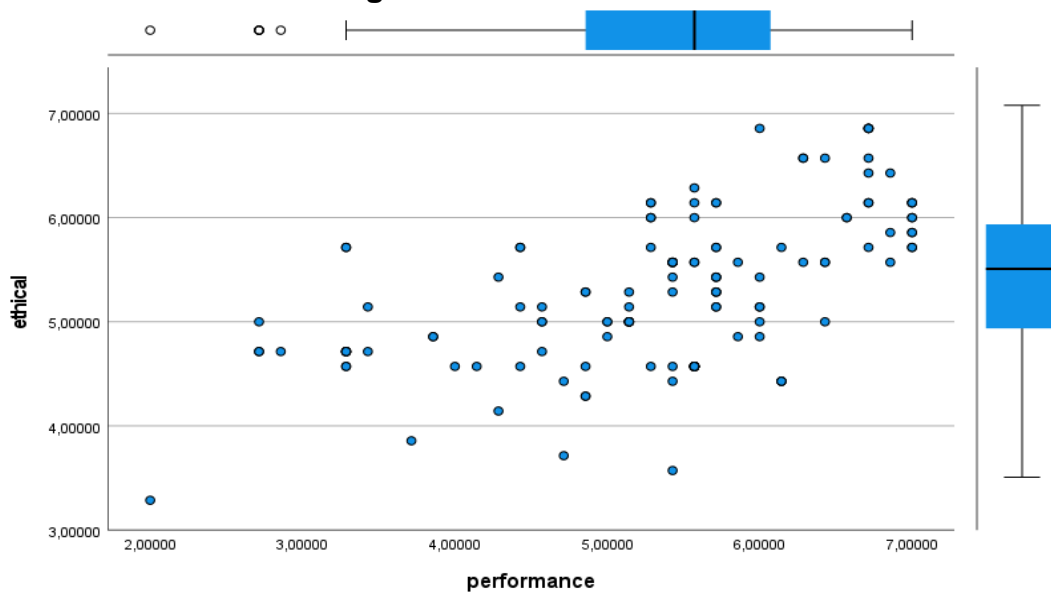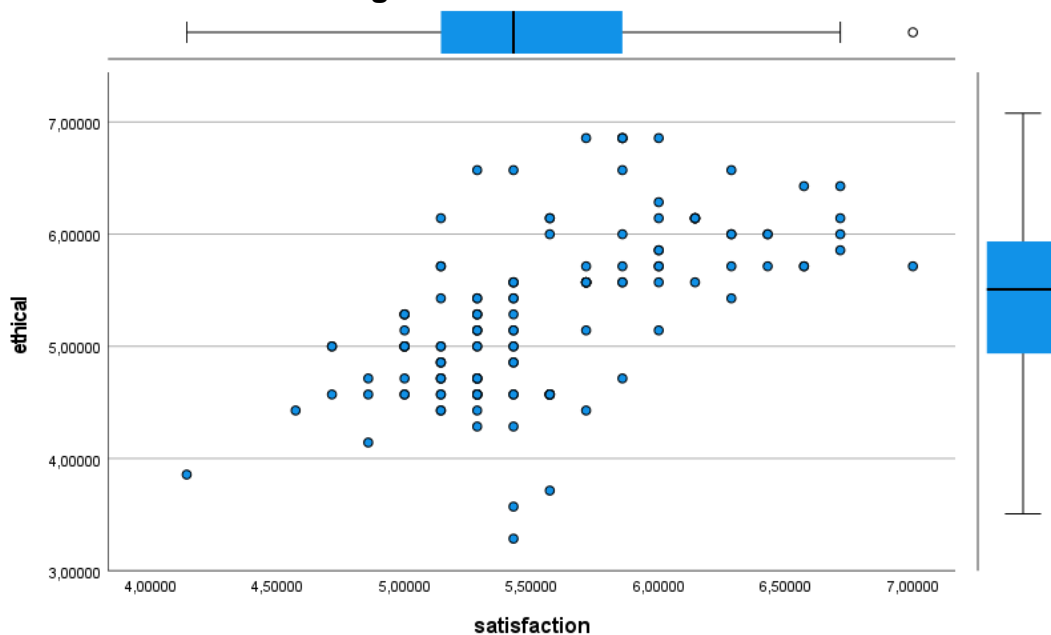
Diagram 9: Patriarchal Plot 1
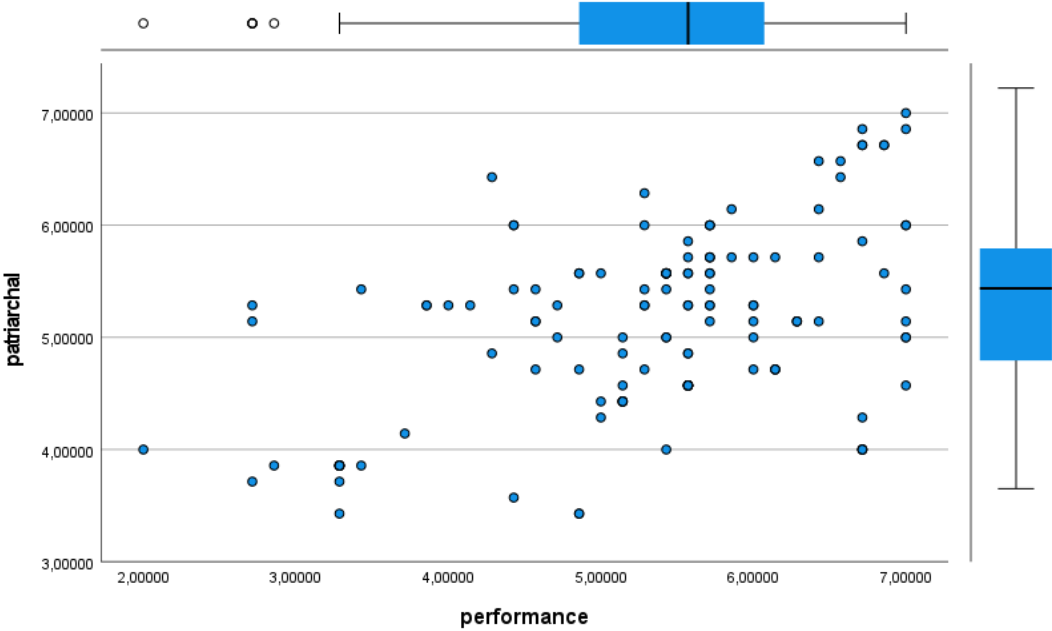
Diagram 10: Patriarchal Plot 2
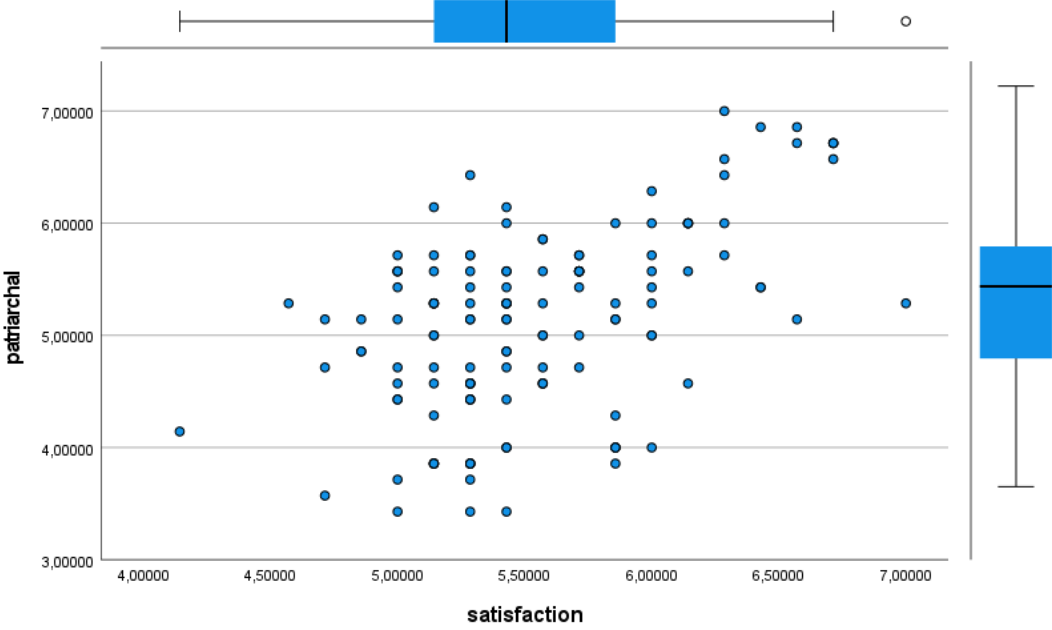
After applying linear regression on SPSS, the researcher concluded to the following results.

Table 8: Patriarchal Correlations

Correlations

		patriarchal	performance	satisfaction
Pearson Correlation	patriarchal	1,000	,491	,511
	performance	,491	1,000	,553
	satisfaction	,511	,553	1,000
Sig. (1-tailed)	patriarchal	.	<,001	<,001
	performance	,000	.	,000
	satisfaction	,000	,000	.
N	patriarchal	136	136	136
	performance	136	136	136
	satisfaction	136	136	136

Taking into account the Sig. factor of Table 8, we can assume that there is some kind of correlation between patriarchal leadership and business performance as the significance (Sig.) number of these two variables is p = 0,001 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,491 which means that the relationship between them is moderated (neither strong nor weak). In fact, if patriarchal leadership grows by one unit, business performance will grow by 0,491 units. A similar relationship is demonstrated between patriarchal leadership and employee satisfaction. What is more, the Sig. coefficient is 0,001 (p<0,05) that suggests the existence of some kind of relationship between the two variables. According to the Pearson Correlation coefficient, 0,511 indicates a moderated relationship between these variables. These two results show a positive relationship of patriarchal leadership and business performance and employee satisfaction, something that comes against the already existent literature. Literature review proved that patriarchal leadership has a negative effect on business performance and employee satisfaction. However, the research results proved the exact opposite. Probably, patriarchal leadership can lead to some beneficial effects towards business as it is not only responsible for the prominence of authority and the lacking of employee participation.

5.4 The effect of Transformational Leadership on Business Performance and Employee Satisfaction

The following results answer to the third group of hypotheses, 3a and 3b. Examining the regression plots of transformational leadership and business performance and employee satisfaction respectively, the researcher reached to the conclusion that there is a linear correlation among them. The two plots are presented below.

Diagram 11: Transformational Plot 1

Diagram 12: Transformational Plot 2

After analyzing the results using linear regression on SPSS, the researcher concluded to the following results.

Table 9: Transformational Correlations

Correlations

		transformational	performance	satisfaction
Pearson Correlation	transformational	1,000	,552	,564
	performance	,552	1,000	,553
	satisfaction	,564	,553	1,000
Sig. (1-tailed)	transformational	.	<,001	<,001
	performance	,000	.	,000
	satisfaction	,000	,000	.
N	transformational	136	136	136
	performance	136	136	136
	satisfaction	136	136	136

Taking into consideration the Sig. element of Table 9, we can conclude that there is some kind of correlation between transformational leadership and business performance as the significance (Sig.) number of these two variables is p = 0,001 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,552 which means that the relationship between them is moderated (neither strong nor weak). In fact, if transformational leadership grows by one unit, business performance will grow by 0,552 units. A similar relationship is demonstrated between transformational leadership and employee satisfaction. Once again the Sig. coefficient is 0,001 (p<0,05) that indicates the existence of some kind of relationship between the two variables. Regarding the Pearson Correlation coefficient, 0,564 indicates a moderated relationship between these variables. These two results show a positive relationship of transformational leadership and business performance and employee satisfaction, something that comes to an agreement with the already existent literature.

5.5 The impact of Democratic Leadership on Business Performance and Employee Satisfaction

The following results answer to the fourth group of hypotheses, 4a and 4b. Examining the regression plots of democratic leadership and business performance and employee satisfaction respectively, the researcher reached to the conclusion that there is a linear correlation among them. The two plots are presented below.

Diagram 13: Democratic Plot 1

Diagram 14: Democratic Plot 2

After analyzing the results using linear regression on SPSS, the researcher concluded to the following results.

Table 10: Democratic Correlations

Correlations

		democratic	performance	satisfaction
Pearson Correlation	democratic	1,000	,223	,550
	performance	,223	1,000	,553
	satisfaction	,550	,553	1,000
Sig. (1-tailed)	democratic	.	,004	<,001
	performance	,004	.	,000
	satisfaction	,000	,000	.
N	democratic	136	136	136
	performance	136	136	136
	satisfaction	136	136	136

Taking into consideration the Sig. element of Table 10, we can conclude that there is some kind of correlation between democratic leadership and business performance as the significance (Sig.) number of these two variables is p = 0,004 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,223 which means that the relationship between them is weak. In fact, if democratic leadership grows by one unit, business performance will grow by only 0,223 units. On the other hand, a different relationship is presented between democratic leadership and employee satisfaction. Here, the Sig. coefficient is 0,001 (p<0,05) that indicates the existence of some kind of relationship between the two variables. Regarding the Pearson Correlation coefficient, 0,550 indicates a moderated relationship between these variables. These two results show a positive relationship of democratic leadership and business performance and employee satisfaction, something that comes to an agreement with the already existent literature.

5.6 The impact of Entrepreneurial Leadership on Business Performance and Employee Satisfaction

The following results answer to the fifth group of hypotheses, 5a and 5b. Examining the regression plots of entrepreneurial leadership and business performance and employee satisfaction respectively, the researcher reached to the conclusion that there is a linear correlation among them. The two plots are presented below.

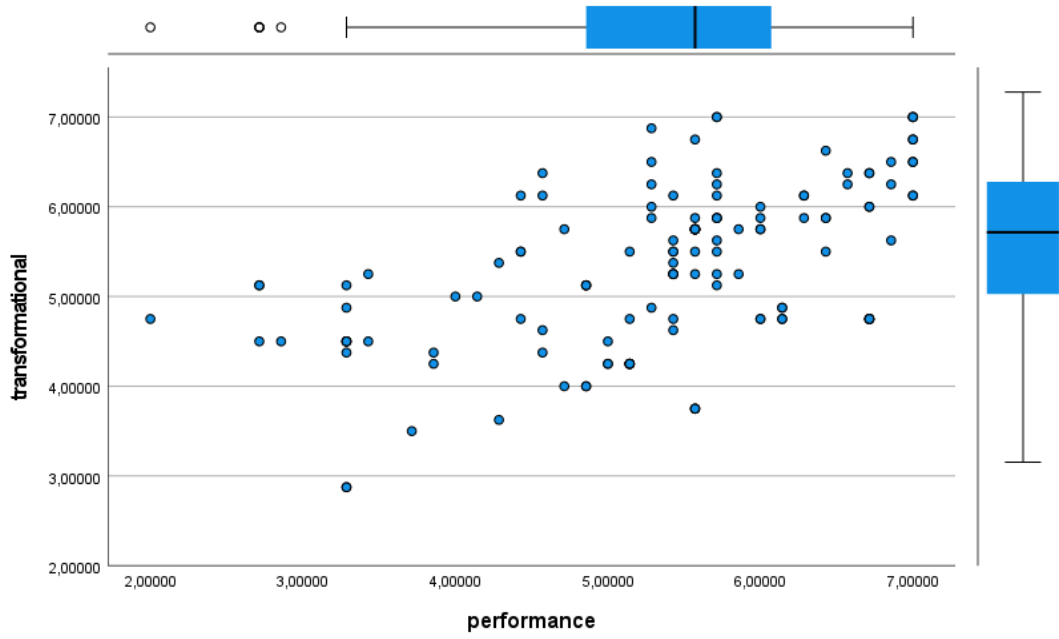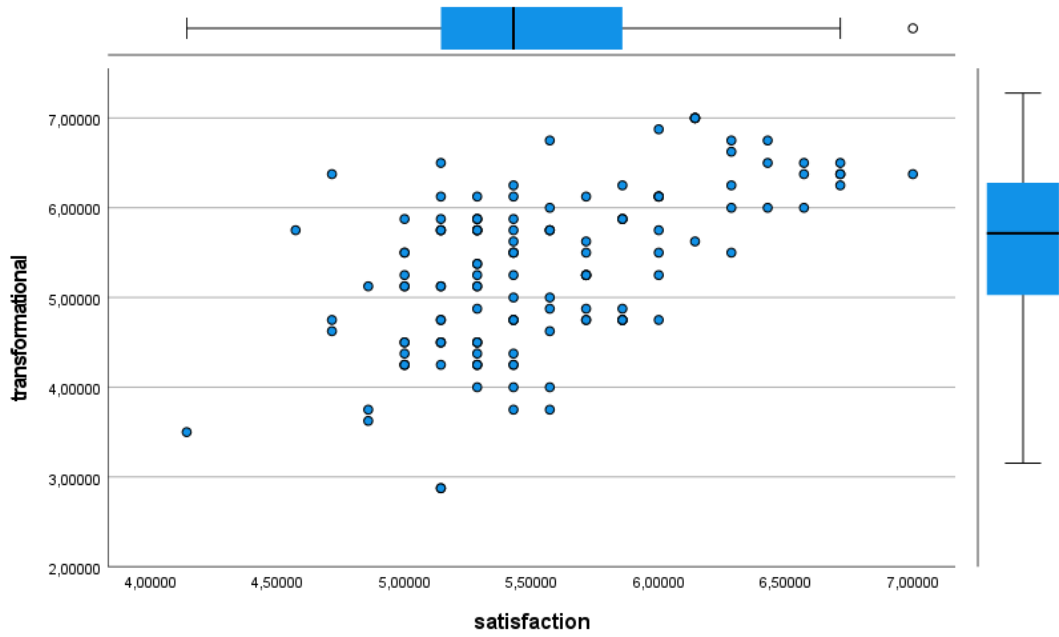**Diagram 15: Entrepreneurial Plot 1**
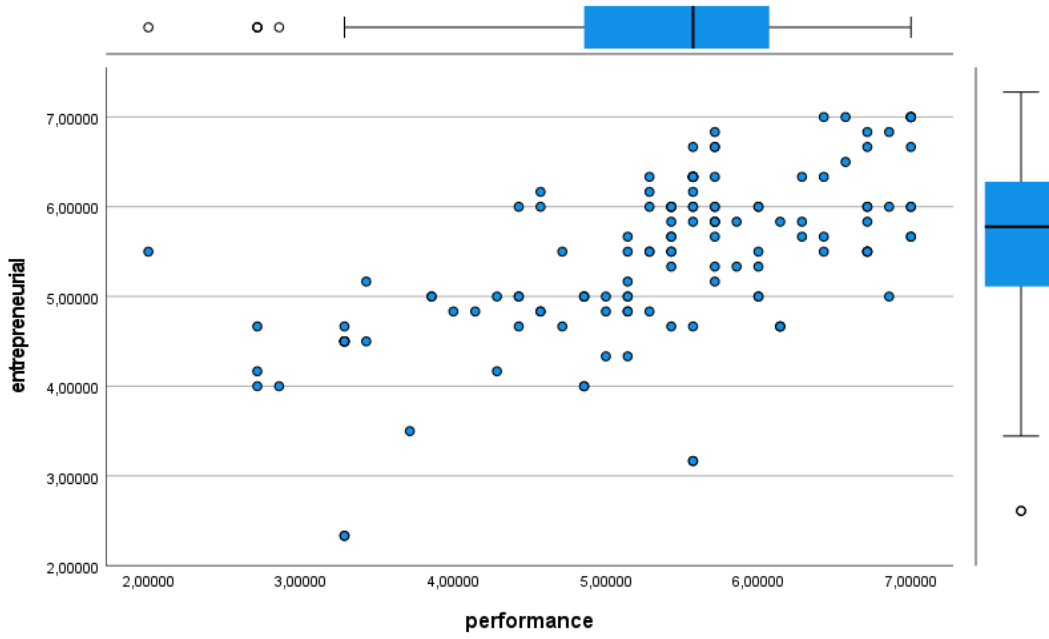
Diagram 16: Entrepreneurial Plot 2
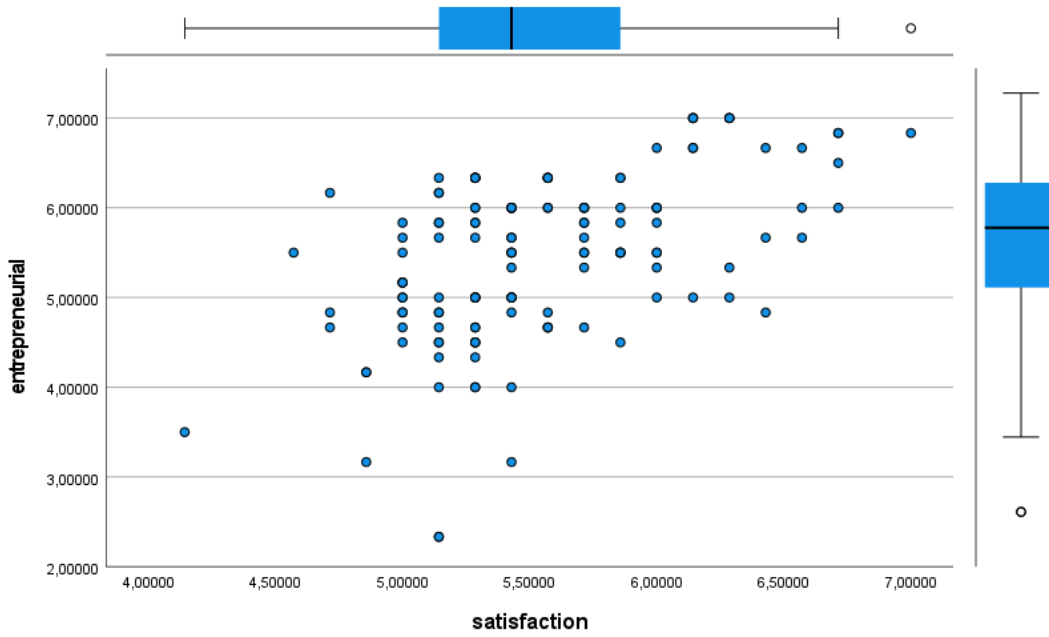
After analyzing the results using linear regression on SPSS, the researcher concluded to the following results.

Table 11: Entrepreneurial Correlations

Correlations

		entrepreneurial	performance	satisfaction
Pearson Correlation	entrepreneurial	1,000	,626	,526
	performance	,626	1,000	,553
	satisfaction	,526	,553	1,000
Sig. (1-tailed)	entrepreneurial	.	<,001	<,001
	performance	,000	.	,000
	satisfaction	,000	,000	.
N	entrepreneurial	136	136	136
	performance	136	136	136
	satisfaction	136	136	136

Taking into consideration the Sig. element of Table 11, we can conclude that there is some kind of correlation between entrepreneurial leadership and business performance as the significance (Sig.) number of these two variables is p = 0,001 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,626 which means that the relationship between them is moderated (neither strong nor weak). In fact, if entrepreneurial leadership grows by one unit, business performance will grow by 0,626 units. A similar relationship is demonstrated between entrepreneurial leadership and employee satisfaction. Once again the Sig. coefficient is 0,001 (p<0,05) that indicates the existence of some kind of relationship between the two variables. Regarding the Pearson Correlation coefficient, 0,526 indicates a moderated relationship between these variables. These two results show a positive relationship of entrepreneurial leadership and business performance and employee satisfaction, something that comes to an agreement with the already existent literature.

5.7 The impact of Employee Satisfaction on Business Performance

The following results answer to the sixth (6) hypotheses. Examining the regression plots of employee satisfaction and business performance, the researcher reached to the conclusion that there is a linear correlation between them. The plot is presented below.
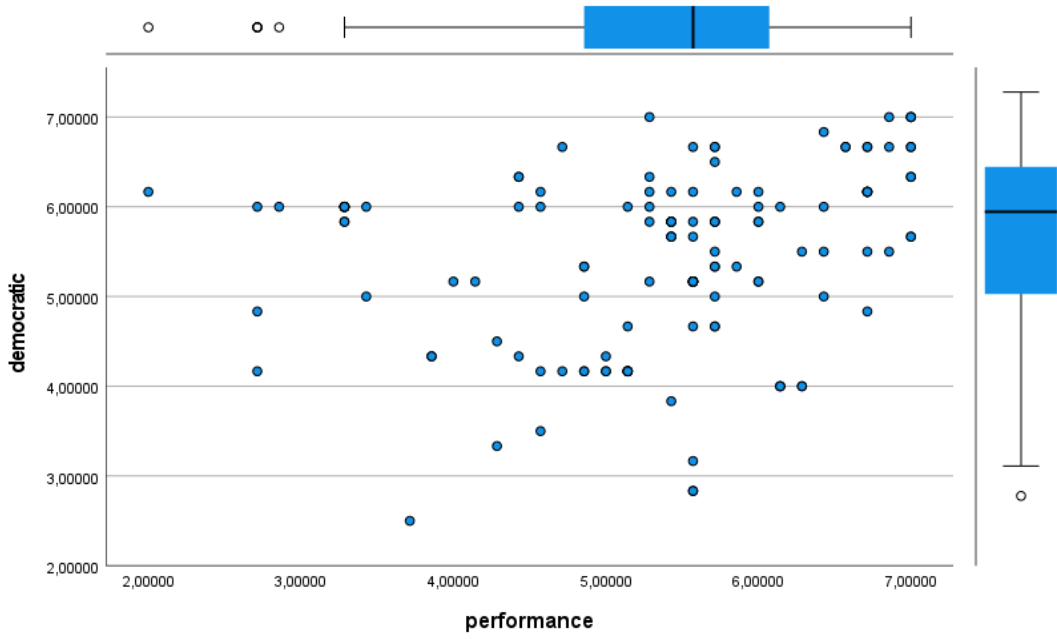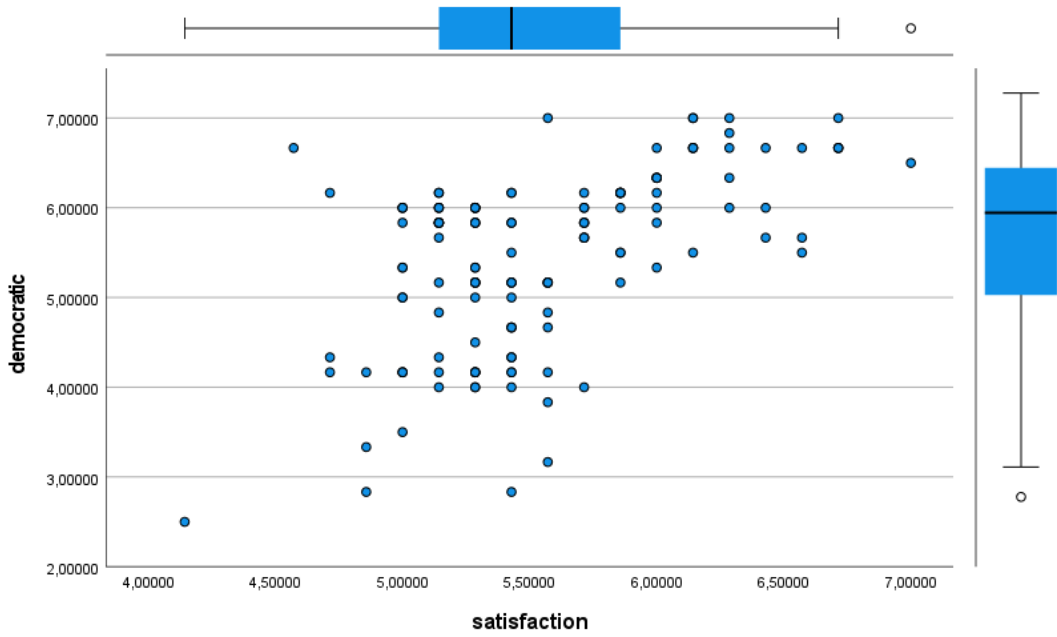
Diagram 17: Satisfaction Plot 1
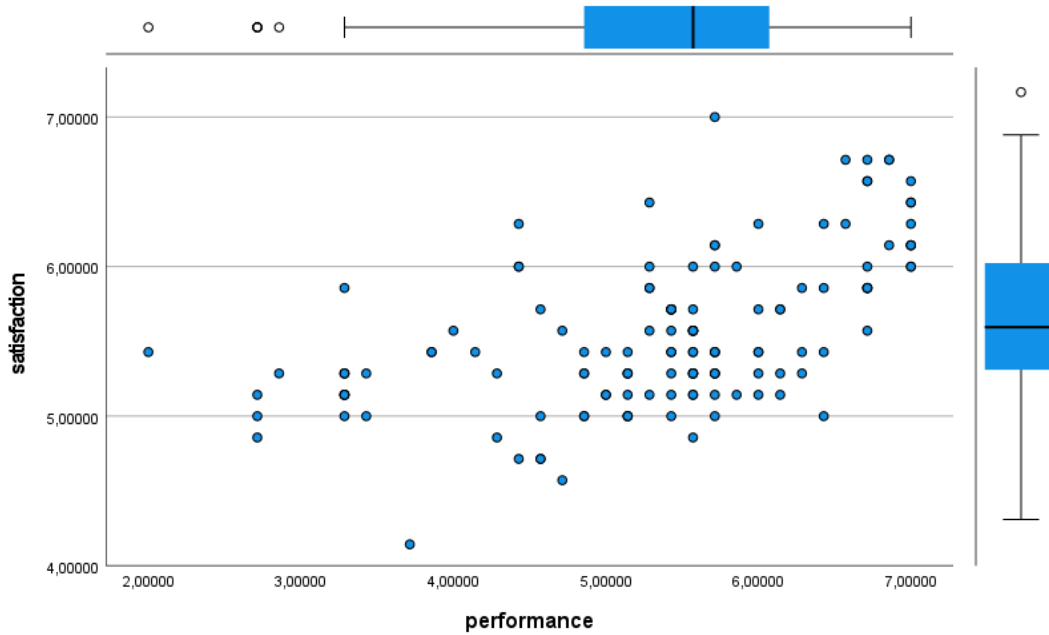
After analyzing the results using linear regression on SPSS, the researcher concluded to the following results.

Table 12: Satisfaction Correlations

Correlations

		satisfaction	performance
Pearson Correlation	satisfaction	1,000	,553
	performance	,553	1,000
Sig. (1-tailed)	satisfaction	.	<,001
	performance	,000	.
N	satisfaction	136	136
	performance	136	136

Taking into consideration the Sig. element of Table 12, we can conclude that there is some kind of correlation between employee satisfaction and business performance as the significance (Sig.) number of these two variables is p = 0,001 that is smaller than the standard number of 0,05. The Pearson Correlation coefficient for these two variables is 0,553 which means that the relationship between them is moderated (neither strong nor weak). In fact, if employee satisfaction grows by one unit, business performance will grow by 0,553 units. These results show a positive relationship of employee satisfaction and business performance, something that comes to an agreement with the already   existent   literature.

Chapter 6: Conclusions and Proposals for further research

6.1 Conclusions and Practical Evaluation

The aim of this study was the investigation of the type of leadership style organizations of a multicultural workforce follow in order to apply their strategies and policies and to achieve their goals. This purpose was examined through employees' point of view. Another important aim of this study was the investigation of the ideal leadership style for these diverse companies. This thesis demonstrated the results of primary quantitative research and their explanation too. The research concerned a research sample consisting of 136 employees who were asked to answer a structured questionnaire. That was the only research tool used for research purposes.

This survey showed the need for the combination of all 5 leadership styles in the working environment of these organizations. The results do not present a significant deviation. First and foremost, ethical leadership is demonstrated as a leadership style that affects to a great extent those organizations. According to literature ethical leadership has a positive correlation on business performance and employee satisfaction that is due to the empowerment of the workforce, something that leads to their effectiveness and their efficiency. Moreover, ethical traits are responsible for the formation of loyal and satisfied employees (Liu, Lam "Rico", & Loi, 2012). This research agrees with Liu's et. al. view as ethical leadership appears a positive correlation with both business performance and employee satisfaction. In fact, the effects of ethical leadership on business performance and employee satisfaction are significant and must be taken into further consideration. Following, transformational leadership is also a beneficial leadership style for multicultural companies as it acts positively both on business performance and employee satisfaction. This complies with the already existent literature as transformational leadership creates devoted workers and forms the identity of the company. In general, this leadership style has positive effects on business performance and employee satisfaction managing to compose a flexible working environment (Curado & Santos, 2021). The immediate following leadership style is that of entrepreneurial leadership. Its most significant characteristic is

innovation and the formation of a competitive advantage against the competition. According to (Nor-Aishah, Ahmad, & Thurasamy, 2020) entrepreneurial leadership causes many positive results on business performance and employee satisfaction due to the empowerment that provides the employees with and the creation of a coherent and secure working environment. The results of this research approve the primary idea as they demonstrate quite positive correlations between this leadership style and business performance and employee satisfaction. Furthermore, democratic leadership is represented. According to (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012) democratic leadership has a positive effect on business performance and employee satisfaction and that is something that occurs through the decentralization of the decision-making process and the creation of strong bonds between managers and subordinates. This agrees with the results occurred from this survey but not in the degree of this positive correlation. Although democratic leadership reveals a moderated positive correlation with employee satisfaction, on the other hand, it shows a weak positive correlation with business performance. This can be interpreted by the fact that most of the time the total attribution of freedom to employees can lead to the opposite results. Democratic leadership may seem as ideal but it hides many threats and probably managers are aware of them. The only leadership style that comes against the already existent literature is that of paternalistic leadership. The results showed that paternalistic leadership has a moderated positive effect on business performance and employee satisfaction. According to (Pellegrini & Scandura, 2007), paternalistic leadership mostly focuses on productivity rather than performance and, as a result, managers exclude employees from the decision-making process and cause them many mental pressure issues. All these claims highlight the negative effects of paternalistic leadership on performance and satisfaction. Thus, literature and research come in contrast. Finally, this research also discussed the effect of employee satisfaction on business performance. Taking into account the results, it is indicated the positive correlation between these two traits. This is something that is in compliance with literature as, according to (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009) and (Karia & Hassan Asaari, 2006) job satisfaction is responsible for a healthier working environment that enables productivity and effectiveness.

The above results can conclude to the ideal leadership style applied by organizations of this type. As literature highlights the combination of more than one leadership style can be very beneficial for the company (Batista-Taran, Shuck, Gutierrez, & Baralt, 2009).

This can also be proven by the fact that these 5 leadership styles do not present a large deviation concerning the results. All of them are very close something that highlights the moderate position of the participants in the survey. However, three of the leadership styles demonstrate better results against the others and come in total compliance with the literature, the ethical, transformational and entrepreneurial leadership. These are the only leadership styles that showed moderated positive correlations both in literature and research. Concluding, we can insist on the combination of these three leadership styles for better and more effective results.

6.2 Research Restrictions

For the pursuance of this survey, the difficulty had been detected in descrying organizations that included a multicultural workforce due to the homogeneity that Greek society presents. The detection and approach of these organizations formed a restricted movement to the researcher.

Furthermore, the gathering of answers was one of the hardest procedures throughout the research as the number of companies that were willing to participate was very limited. This fact combined with the limited time for the completion of the thesis put the researcher into a difficult and stressful condition. It can be claimed that the number of the 136 questionnaires that have been gathered is not an absolute representation of the situation in Greece.

Finally, the analysis of the research results was a challenging procedure for the researcher as she was not familiar with the statistical tool used in this dissertation.

6.3 Proposals

Taking into consideration the results of this research, its restrictions, and the knowledge that was acquired through the studying of the literature; a larger-scale research is proposed to be conducted. By the term of a larger-scale research, it is meant the inclusion of a larger amount of participants. This will aim to the generalization of the results in the case of Greek society. This implies that the proposed survey should involve a research sample that is going to be representative of the employment of multicultural organizations as a whole. Furthermore, a dual analysis of both quantitative and qualitative results is suggested. In fact, this research includes only the quantitative

analysis, something that may lead to some weaknesses, and lacks the triangulation method that is a characteristic of qualitative analysis.

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Appendix I – Questionnaire

PART 1:   Demographic Information

Name of the company: ....

Gender: Female   Male

Time working in the company: …………………………………………………………………

Employee's position: ……………………………………………………………………..

Part 2: Questions

No.	**Ethical Leadership**	Completely disagree						Completely agree
		1	2	3	4	5	6	7
1	The leader would do things which violate organizational policy and then expect his/her subordinates to cover for him/her.							
2	My leader defines success not just by results but also the way it is obtained.							
3	My leader develops a collective ethical vision that inspires people and gives them a sense of purpose, is customer-focused and advances diversity of people.							
4	My leader ensures that employees follow codes and integrity.							
5	My leader does as it may in a given situation.							
6	My leader keeps his/her promises.							
7	When I have to resolve an ethical dilemma, I check the unwritten rules of							

No.	the company.							

No.	**Paternalistic Leadership**	Completely disagree					Completely agree	
		1	2	3	4	5	6	7
8	I think that the company's supervisor is a good example for teachers to behave.							
9	I feel pressure while having a meeting with the company managers.							
10	Company managers always greet the staff.							
11	Company managers do not use their position to enjoy privileges.							
12	When an employee has a hard time, company managers will help him/her.							
13	When an employee is unable to complete a task, company managers will express their displeasure.							
14	Company managers believe that the employees who follow the rules are the role models for the subordinates.							

No.	**Transformational Leadership**	Completely disagree					Completely agree	
		1	2	3	4	5	6	7
15	Company managers always establish a close relationship with the employees.							
16	Company managers always participate in training and inspire employees to improve more.							
17	Company managers are not close minded and are able to create a better environment for employees to show one's creativity.							
18	Company managers would uncover a talented person.							
19	Company managers always care about their subordinates and their problems and help them when in need.							
20	Company managers always share the vision of the firm and encourage their employees to do the same.							
21	Company managers always pay more attention to the company's new entries.							

No.		Completely disagree						Completely agree
22	Company managers inspire their subordinates to learn from one another and to share experiences.							

No.	**Democratic Leadership**	Completely disagree						Completely agree
		1	2	3	4	5	6	7
23	Employees always vote whenever a major decision has to be made.							
24	Your leader allows you to determine what needs to be done and how to do it in your assignment.							
25	The leader creates an environment where the employees take ownership of the project and he/she allows you to participate in the decision making process.							
26	Whenever something goes wrong, you can talk freely about it with your leader.							
27	Whenever there is difference in expectation your leader cooperates with you to solve the problem.							
28	Your leader believes that the subordinates' suggestions are important.							

No.	**Entrepreneurial Leadership**	Completely disagree						Completely agree
		1	2	3	4	5	6	7
29	Company managers often come up with radically improved ideas.							
30	Company managers have creative solutions to problems.							
31	Company managers demonstrate passion for work.							
32	Company managers have a vision for the future of our business.							
33	For company managers, it is important their employees to act in an innovative way.							
34	For company managers, challenges in business are important for the productivity of the firm.							

No.	**Business Performance**	Completely disagree	Completely agree

		1	2	3	4	5	6	7
35	My company is the leader in the market.							
36	My company's performance gets affected by the competition.							
37	This organization considers safety at least as important as production and quality in the way work is done.							
38	My company is able to work productively under continuous stress, pressure and conflict.							
39	My company has set goals for the future.							
40	Our organization has entered many new industries recently.							
41	Our company has initiated several programs to improve its productivity.							

No.	Employee Satisfaction	Completely disagree						Completely agree
		1	2	3	4	5	6	7
42	I am satisfied with the opportunities for growth within the organization.							
43	I receive fair and honest performance evaluation.							
44	My work environment is comfortable and adequate to the needs of the department.							
45	The salary is competitive to similar organizations providing similar services.							
46	If I share my work problems with my immediate supervisor, he/she will attempt to help me.							
47	Our customers believe that our company should emit trust.							
48	I believe that I will quit this job soon.							

Appendix II – To the Company Manager Questionnaire

To the Company Manager:

Name of the company: ………………………………………………………………………..

Number of employees: ……………………………………………………………………….

Number of women employees: ……………………………………………………………………..

Women in Top Management: …………………………………………………………………

Name some of the top management positions women possess.
……

Number of employees over the age of 50: ……………………………………………………………….

Number of employees under the age of 25: ……………………………………………………………..

Number of immigrant employees:
…………………………………………………………………………..

Number of employees with disabilities:
…………………………………………………………………………

Does your company take part in several events that defense human rights (e.g. Pride, events against racial discrimination)? If yes, name some of them.

………
……

What makes your company multicultural?
………
………
……

Why is diversity important?
………
………
…….

Appendix III – Questionnaire Translated In Greek

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ

<u>ΤΜΗΜΑ 1</u>:   Στοιχεία επιχείρησης

Όνομα επιχείρησης: ....

Φύλο: Γυναίκα ☐   **Άντρας** ☐

Χρόνος εργασίας στην επιχείρηση: …………………………………………………………

Θέση εργασίας:……………………………………………………………..

<u>Τμήμα 2:</u> Ερωτήσεις

No.	Ηθική Ηγεσία	Διαφωνώ απόλυτα				Συμφωνώ απόλυτα		
		1	2	3	4	5	6	7
1	Ο leader της ομάδας σας θα κατέφευγε σε πράξεις οι οποίες είναι ενάντια στην πολιτική του οργανισμού και μετά θα περίμενε την κάλυψη από τους υφιστάμενούς του.							
2	Ο leader μου ορίζει την επιτυχία όχι μόνο από το αποτέλεσμα αλλά και από τον τρόπο με τον οποίο αυτό κατακτήθηκε.							
3	Ο leader μου έχει αναπτύσσει ένα συλλογικό ηθικό όραμα που αποτελεί έμπνευση και δημιουργεί ένα αίσθημα σκοπού, είναι προσανατολισμένο στον πελάτη και προωθεί την διαφορετικότητα των ανθρώπων.							
4	Ο leader μου κάνει βέβαιο το γεγονός πως οι υπάλληλοι ακολουθούν κώδικες και χαρακτηρίζονται από ακεραιότητα.							
5	Ο leader μου πράττει όπως είθισται σε μία καθορισμένη κατάσταση.							
6	Ο leader μου κρατά τις υποσχέσεις του.							
7	Όταν αντιμετωπίζω ένα ηθικό δίλημμα, ελέγχω τους άγραφους κανόνες							

No.	τις επιχείρησης.							

No.	Πατριαρχική Ηγεσία	Διαφωνώ απόλυτα						Συμφωνώ απόλυτα
		1	2	3	4	5	6	7
8	Πιστεύω ότι ο προϊστάμενος της εταιρείας αποτελεί ένα καλό παράδειγμα για το πώς πρέπει να συμπεριφέρεται ένας δάσκαλος.							
9	Νιώθω πίεση όταν βρίσκομαι σε meeting με τους managers της εταιρείας.							
10	Οι managers της εταιρείας χαιρετούν πάντα το προσωπικό.							
11	Οι managers της εταιρείας δεν εκμεταλλεύονται τη θέση που κατέχουν για να απολαμβάνουν προνόμια.							
12	Όταν ένας υπάλληλος περνάει δύσκολες προσωπικές στιγμές, οι managers θα πάρουν πρωτοβουλία να βοηθήσουν.							
13	Όταν ένας υπάλληλος δεν μπορεί να ολοκληρώσει κάποια δουλειά, οι managers θα εκφράσουν τη δυσαρέσκειά τους.							
14	Οι managers της εταιρείας πιστεύουν ότι οι υπάλληλοι που ακολουθούν τους κανόνες αποτελούν πρότυπα υφισταμένων.							

No.	Μετασχηματιστική Ηγεσία	Διαφωνώ απόλυτα						Συμφωνώ απόλυτα
		1	2	3	4	5	6	7
15	Οι managers της εταιρείας πάντα δημιουργούν ισχυρές σχέσεις με τους υπαλλήλους.							
16	Οι managers της εταιρείας συμμετέχουν πάντα στην εκπαίδευση των υπαλλήλων και τους εμπνέουν να βελτιωθούν περισσότερο.							
17	Οι managers της εταιρείας δεν είναι απόλυτοι αλλά ικανοί να δημιουργήσουν ένα καλύτερο περιβάλλον εργασία μέσα στο οποίο ο καθένας μπορεί να αναδείξει την δημιουργικότητά του.							
18	Οι managers της εταιρείας είναι ικανοί να ανακαλύψουν ένα ταλαντούχο άτομο.							
19	Οι managers της εταιρείας νοιάζονται πάντα για τους εργαζομένους και τα προβλήματά τους και βοηθούν όσους το έχουν ανάγκη.							
20	Οι managers της εταιρείας πάντα μοιράζονται το όραμα και την ιδέα της εταιρείας και ενθαρρύνουν τους εργαζομένους να κάνουν κι αυτοί το							

		Διαφωνώ απόλυτα				Συμφωνώ απόλυτα		
		1	2	3	4	5	6	7
21	Οι managers της εταιρείας πάντα δίνουν μεγαλύτερη προσοχή στους καινούριους υπαλλήλους.							
22	Οι managers της εταιρείας αποτελούν έμπνευση για τους εργαζομένους για να μάθουν ο ένας από τον άλλον και να μοιραστούν εμπειρίες επιτυχίας.							

No.	**Δημοκρατική Ηγεσία**	Διαφωνώ απόλυτα				Συμφωνώ απόλυτα		
		1	2	3	4	5	6	7
23	Οι υπάλληλοι πάντα επιλέγουν με τη διαδικασία της ψηφοφορίας όταν μία σημαντική απόφαση πρέπει να παρθεί.							
24	Ο leader μου μου επιτρέπει να καθορίσω το τι πρέπει να γίνει και πώς πρέπει να γίνει.							
25	Ο leader δημιουργεί ένα περιβάλλον όπου οι υπάλληλοι αναλαμβάνουν την κυριότητα του κάθε project και μου επιτρέπει να συμμετέχω στη διαδικασία λήψης αποφάσεων.							
26	Όποτε κάτι πάει λάθος, μπορείς να μιλήσεις για αυτό στον leader σου άφοβα.							
27	Όποτε υπάρχει απόκλιση του αποτελέσματος και των προσδοκιών ο leader σου δουλεύει μαζί σου για να λύσει το πρόβλημα.							
28	Ο leader θεωρεί ότι οι προτάσεις των υπαλλήλων είναι σημαντικές.							

No.	**Επιχειρηματική Ηγεσία**	Διαφωνώ απόλυτα				Συμφωνώ απόλυτα		
		1	2	3	4	5	6	7
29	Οι managers της εταιρείας συχνά βρίσκουν ραγδαία βελτιωμένες ιδέες.							
30	Οι managers της εταιρείας βρίσκουν δημιουργικές λύσεις στα προβλήματα.							
31	Οι managers της εταιρείας δείχνουν πάθος για δουλειά.							
32	Οι managers της εταιρείας έχουν όραμα για το μέλλον της εταιρείας.							
33	Οι managers της εταιρείας θεωρούν πως είναι σημαντικό οι υπάλληλοι να δρουν καινοτόμα.							
34	Για τους managers της εταιρείας, οι προκλήσεις στον τομέα των							

No.	επιχειρήσεων είναι σημαντικές και αναγκαίες για την παραγωγικότητα της επιχείρησης.							

No.	**Απόδοση εταιρείας**	Διαφωνώ απόλυτα					Συμφωνώ απόλυτα	
		1	2	3	4	5	6	7
35	Η εταιρεία μου είναι ο ηγέτης στην αγορά.							
36	Η απόδοση της εταιρείας μου επηρεάζεται από τον ανταγωνισμό.							
37	Αυτός ο οργανισμός θεωρεί την ασφάλεια τουλάχιστον όσο σημαντική είναι η παραγωγή και η ποιότητα στη δουλειά.							
38	Η εταιρεία μου μπορεί να δουλεύει παραγωγικά κάτω από συνθήκες στρες, πίεσης και σύγκρουσης.							
39	Η επιχείρησή μου έχει θέσει μακροχρόνιους στόχους για το μέλλον.							
40	Ο οργανισμός μας έχει ενταχθεί σε πολλές νέες βιομηχανίες πρόσφατα.							
41	Η επιχείρησή μας έχει ξεκινήσει μερικά προγράμματα για να βελτιώσει την παραγωγικότητά της.							

No.	**Ικανοποίηση εργαζομένων**	Διαφωνώ απόλυτα					Συμφωνώ απόλυτα	
		1	2	3	4	5	6	7
42	Είμαι ικανοποιημένος/η με τις ευκαιρίες ανέλιξης μέσα στον οργανισμό.							
43	Λαμβάνω δίκαιη και ειλικρινή αξιολόγηση για την εργασία μου.							
44	Το εργασιακό μου περιβάλλον είναι άνετο και επαρκές για τις ανάγκες του τμήματος της εταιρείας.							
45	Ο μισθός είναι ανταγωνιστικός με παρόμοιους οργανισμούς που παρέχουν παρόμοιες υπηρεσίες.							
46	Αν μοιραστώ τα εργασιακά μου προβλήματα με τον προϊστάμενό μου αυτός/η θα προσπαθήσει άμεσα να με βοηθήσει.							
47	Οι πελάτες πιστεύουν ότι η εταιρεία μας εμπνέει εμπιστοσύνη.							
48	Πιστεύω ότι θα αφήσω αυτή τη δουλειά σύντομα.							

Appendix IV – To the Company Manager Questionnaire Translated In Greek

Προς τον manager της εταιρείας:

Όνομα της εταιρείας: ……………………………………………………………………………..

Αριθμός εργαζομένων: …………………………………………………………………………….

Γυναίκες εργαζόμενοι: …………………………………………………………………………..

Γυναίκες σε υψηλές θέσεις: …………………………………………………………………

Αναφέρεται κάποιες από τις υψηλές θέσεις που κατέχουν γυναίκες.
……….

Εργαζόμενοι άνω από την ηλικία των 50: …………………………………………………….

Εργαζόμενοι κάτω από την ηλικία των 25: …………………………………………………

Μετανάστες εργαζόμενοι: ……………………………………………………………………..

Εργαζόμενοι με αναπηρία: ……………………………………………………………………

Συμμετέχει η εταιρεία μου σε εκδηλώσεις που υπερασπίζονται τα ανθρώπινα δικαιώματα (π.χ Pride, events κατά του φυλετικού ρατσισμού); Αν ναι, σε ποιες;
……
………

Τι κάνει την εταιρεία μου πολυπολιτισμική;
……
……
……

Γιατί η ποικιλομορφία είναι σημαντική;
……
……
……