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“The Role of Cross-Cultural Leadership in Enhancing Employee
Performance. Evidence from the Hotel Industry in Cyprus.”

Author: “Sousanik Saakian”

Supervisor: “Konstantinos Kostopoulos”

Patra, Greece, May 2026

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“The Role of Cross-Cultural Leadership in Enhancing Employee Performance. Evidence from the Hotel Industry in Cyprus.”

“Sousanik Saakian”

Supervising Committee

Supervisor:

“Konstantinos Kostopoulos”

“Hellenic Open University”

Co-Supervisor:

“Ioannis Pollalis”

“Hellenic Open University”

Patra, Greece, May 2026

“To all dogs, for their daily reminders to pause, breathe, and take long walks.”

To Aris!

Abstract

The Cyprus hotel industry undoubtedly presents a strong cultural diversity. In multicultural environments such as this, the appropriate management of different cultural groups is of even greater value for the smooth and effective operation of each hotel business. This thesis aims to examine the role of cross-cultural leadership in enhancing employee performance in the multicultural hotel industry in Cyprus.

To explore this role, a review of the current literature and the study of previous research were initially conducted. Subsequently, a quantitative research approach was used on a random sample. Data were collected from employees of the hotel industry in Cyprus through a structured questionnaire distributed to them. There are employees of 35 different nationalities in this study. A total of 101 responses were collected from employees and analyzed using Excel and SPSS. The test included Cronbach's Alpha for reliability testing, correlation analysis, and multiple regression. The results showed that all variables have high reliability with respect to the established measurement scales.

The variables examined were cross-cultural leadership and three leadership styles that are considered to have positive applications in multicultural work environments. These are the charismatic leadership style, the transformational, and the human-oriented. On the one hand, the analysis showed that all leadership styles have a positive correlation with employee performance. On the other hand, the regression results showed that only cross-cultural leadership had a statistically significant positive effect on employee performance. The individual leadership styles examined do not appear as significant factors in the present study. The styles examined, however, appeared to exhibit multicollinearity among themselves. This may suggest that leadership styles are conceptually related to each other and may overlap when studied together empirically.

The results of the research demonstrate the enormous multiculturalism in the island's hotel industry. At the same time, they highlight the importance of cross-cultural leadership in managing these multicultural teams to enhance employee efficiency. Cross-cultural leadership emerged empirically as the most important factor influencing their performance.

It is then recommended that hotel managers in Cyprus systematically invest in developing skills such as cultural awareness and understanding, inclusion, and effective communication, in order to improve employee performance. The usefulness of training

programs is important for both individuals in leadership positions and for all employees. The ultimate goal is to create a multicultural culture in hotels.

Overall, this study contributes to the understanding of leadership in multicultural environments and offers both theoretical insights and practical directions for the hotel industry in Cyprus. The paper concludes with a statement of the need for further research in the future.

Keywords

Cross-cultural Leadership, Leadership style, Employee performance, Hotel industry, Multicultural Environments, Hospitality

“Ο Ρόλος της Διαπολιτισμικής Ηγεσίας στη Βελτίωση της Απόδοσης των Εργαζομένων: Μία Εμπειρική Έρευνα στη Βιομηχανία Ξενοδοχείων στην Κύπρο”

“Σουσανίκ Σαακιάν”

Περίληψη

Η παρούσα διπλωματική εργασία διερευνά τον ρόλο της διαπολιτισμικής ηγεσίας στην ενίσχυση της απόδοσης των εργαζομένων στον πολυπολιτισμικό ξενοδοχειακό κλάδο της Κύπρου. Η βιομηχανία ξενοδοχείων στην Κύπρο χαρακτηρίζεται από εξαιρετικά έντονη πολιτισμική ποικιλομορφία, καθιστώντας τη διαχείριση διαφορετικών πολιτισμικών ομάδων ιδιαίτερα σημαντική για την αποτελεσματικότητα των επιχειρήσεων.

Χρησιμοποιήθηκε η ποσοτική ερευνητική προσέγγιση για τη συλλογή των δεδομένων, μέσω δομημένου ερωτηματολογίου που διανεμήθηκε σε εργαζομένους του ξενοδοχειακού κλάδου στην Κύπρο. Τα δεδομένα συλλέχθηκαν από 101 εργαζομένους και αναλύθηκαν χρησιμοποιώντας το SPSS (PS IMAGO), και περιλάμβανε Cronbach's Alpha για έλεγχο αξιοπιστίας, ανάλυση συσχετίσεων και πολλαπλή παλινδρόμηση. Τα αποτελέσματα έδειξαν ότι όλες οι μεταβλητές παρουσίασαν υψηλή αξιοπιστία ως προς τις κλίμακες μέτρησης.

Αν και η ανάλυση συσχετίσεων έδειξε ότι όλα τα στυλ ηγεσίας συσχετίζονται θετικά με την απόδοση των εργαζομένων, τα αποτελέσματα της παλινδρόμησης έδειξαν ότι μόνο η διαπολιτισμική ηγεσία είχε στατιστικά σημαντική θετική επίδραση στην απόδοση των εργαζομένων. Το μετασχηματιστικό, χαρισματικό και προσανατολισμένο στον άνθρωπο στυλ ηγεσίας δεν εμφανίζονται ως σημαντικοί παράγοντες όταν εξετάζονται ταυτόχρονα. Ωστόσο, η παρουσία πολυσυγγραμμικότητας μεταξύ των ανεξάρτητων αυτών μεταβλητών υποδηλώνει ότι τα στυλ ηγεσίας σχετίζονται εννοιολογικά μεταξύ τους και μπορεί να αλληλεπικαλύπτονται στην πράξη.

Τα ευρήματα υπογραμμίζουν τη σημασία της διαπολιτισμικής ηγεσίας στη διαχείριση πολυπολιτισμικών ομάδων στον ξενοδοχειακό κλάδο. Η διαπολιτισμική ηγεσία αναδείχθηκε ως ο πιο σημαντικός παράγοντας επίδρασης στην απόδοση των εργαζομένων.

Η μελέτη προτείνει ότι οι διευθυντές ξενοδοχείων στην Κύπρο θα πρέπει να επενδύσουν στην ανάπτυξη δεξιοτήτων όπως η πολιτισμική κατανόηση, η συμπερίληψη και η αποτελεσματική επικοινωνία, προκειμένου να βελτιώσουν την απόδοση των εργαζομένων.

Συνολικά, η έρευνα συμβάλλει στην κατανόηση της ηγεσίας σε πολυπολιτισμικά περιβάλλοντα και προσφέρει τόσο θεωρητικές γνώσεις όσο και πρακτικές κατευθύνσεις για τον ξενοδοχειακό κλάδο στην Κύπρο.

Λέξεις – Κλειδιά

Διαπολιτισμική Ηγεσία, Στυλ ηγεσίας, Απόδοση εργαζομένων, Ξενοδοχειακός κλάδος, Πολυπολιτισμικά περιβάλλοντα εργασίας

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List of Abbreviations & Acronyms

CQ	Cultural Intelligence
CQS	Cultural Intelligence Scale
GDP	Gross Domestic Product
IWP	Individual Work Performance
MLQ	Multi-Factor Leadership Questionnaire
UK	United Kingdom

1. Introduction

Globalisation has significantly increased cultural diversity within organisations, especially in the hospitality industry. Hotels, in particular, rely heavily on employees from different cultural backgrounds to deliver consistent service quality in highly competitive markets. In such environments, leadership is believed to be a critical factor in shaping employee behaviour and performance (Hartog, 2024; Vassou, 2017).

The issue, however, is that leadership styles that are effective in environments with homogeneous employee groups may not be as effective in multicultural work environments. Differences in language, values, and perceptions of authority can influence how employees perceive the leader. This can therefore affect their own performance at work. For these reasons, cross-cultural leadership is in urgent need of further study. Learning and testing ways in which leaders can adopt more effective leadership styles in similar environments, so that they can respond more effectively to managing culturally diverse groups, is of high importance nowadays (Reiche, 2019).

Employee performance has always been a concern for all organizations. But especially for service-oriented industries, as individual behavior directly affects customer satisfaction and company results. In hotels, employee performance is closely linked to the quality of services provided, operational efficiency, and customer loyalty (Zopiatis, 2014). When cultural differences are not managed properly, they can lead to misunderstandings, lower morale, and reduced employee performance. However, when leadership is culturally sensitive, it can support teamwork and improve overall results.

The vast literature and large number of studies on leadership and performance demonstrate their value and importance. However, it was found that there is limited evidence on the impact of cross-cultural leadership on employee performance, specifically in the hospitality sector. The study aims to address this gap by exploring this relationship in the Cypriot hotel industry. The example of Cyprus was used as tourism plays a significant role in its economy, and its workforce is predominantly composed of multicultural groups (Zopiatis, 2014; Vassou, 2017).

The aim of this study is to first present the definition and key points of cross-cultural leadership. It then proceeds to review existing theoretical models and frequently used leadership styles in multicultural environments. Afterwards, it aims to identify key

indicators of employee performance and to investigate how leadership practices influence these outcomes in hotel employee groups. Key variables include cross-cultural leadership and employee performance. The research presents the way cross-cultural leadership is addressed in the literature, the leadership models relevant to multicultural hotel teams, and their impact on employee performance.

The following chapter reviews the existing literature on cross-cultural leadership, employee performance, and their interrelationship, with particular attention given to the hospitality industry and the Cypriot context. This review provides the theoretical basis for the research hypotheses and methodology.

2. Literature Review and Research Hypotheses

2.1 Introduction

This chapter reviews existing academic literature relevant to the study of cross-cultural leadership and employee performance. The purpose of this review is to establish a theoretical foundation for the research and to identify key concepts, models, and findings that inform the development of the study's hypotheses.

The chapter begins by examining definitions and core concepts of leadership and cross-cultural leadership. Follows a discussion of major theoretical models and leaders' styles applied in multicultural environments. It then reviews the literature on employee performance, including key indicators affecting performance in organisations. Eventually, it examines the connection between leadership and personnel performance.

The study further focuses on cross-cultural leadership within the hospitality industry, highlighting the challenges faced by multicultural hotel teams in the specific cultural and economic settings of Cyprus. At the end of the chapter, literature gaps are identified to justify the current study.

2.2 Cross-Cultural Leadership: Definitions and Concepts

Literature provides various definitions of leadership, each focusing on a different perspective. However, most recognize leadership as the ability of an individual to influence and motivate others to achieve the goals of the organization to which they belong

(Northouse, 2022; Mittal, 2015). Effective leadership plays a crucial role in increasing employee productivity by up to 40-60%. It is a complex process that requires the leader to have the knowledge, skills, beliefs, values, ethics, and character needed for the position (Mihiotis, 2005).

Culture refers to the shared values, beliefs, and ways of thinking and behaving that influence how people act within an organisation. According to Kluckhohn's definition, culture is formed through learned common patterns of ideas and values that develop over time within a group of people. Hofstede also described culture as a form of collective mental programming that distinguishes one group of people from another, and later referred to it as the "software of the mind" (Hofstede, 2001; Testa, 2007).

In organisational settings, culture affects how employees understand authority, communication, and acceptable behaviour at work. Therefore, leadership is not effective in the same way in all cultures. At the same time, leaders' approaches are shaped by their own cultural background. In multicultural organisations, leaders are often more successful when they adjust their behaviour to match the cultural values and expectations of their employees (Hartog, 2023; Testa, 2007).

Another term often mentioned in international HRM literature is the global leader. They are professionals who operate across national and cultural boundaries. Their main responsibility is to lead culturally diverse teams. Due to their responsibilities, they are required to have the ability to adapt their leadership style to different cultural contexts (Reiche 2019). From the above, it follows that global leadership is significantly related to cross-cultural leadership. The basic meaning of both concepts is to emphasize the importance of understanding and effectively responding to cultural diversity within a workplace.

What makes various nationalities differ in their perception of leadership is that not all nationalities perceive the right model of a leader in the same way. A style that may seem effective in one country may not be in another, and vice versa. Other theories, on the other hand, argue that some leadership styles and qualities of a leader are universally accepted by most cultures. A significant number of studies have shown that certain characteristics are commonly valued in many countries. Some of these are honesty, integrity, fairness, and trustworthiness and appear to be associated with effective leadership. In some cases, leaders can be effective by adopting behaviors that are different from established cultural norms.

This can be done when it seems to help improve performance and in the case of introducing changes (Hartog, 2023).

2.2.1 Theoretical Models

The basic concept of cross-cultural leadership is, on the one hand, to explain the ways in which leaders operate and, on the other hand, the extent to which they influence their groups in multicultural environments. To study this connection, several theoretical models have been developed to explain the impact of cultural differences on leadership practice. These models are intended to help leaders and businesses understand the best ways to manage and lead people from different ethnic backgrounds.

The first model, which is also one of the most well-known models of cross-cultural leadership reported in the literature, is Hofstede's Cultural Dimensions. Hofstede's theory explains culture through several dimensions. The basic dimensions of the model are power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term and short-term orientation, and permissiveness versus constraint (Hofstede, 2001; Hartog, 2024; Moran, 2014; Testa, 2007). The purpose of these dimensions is to describe how societies deal with power, relationships, risk, time, and personal freedom. When studying cross-cultural leadership, Hofstede's model helps explain various behaviors. For example, why employees in high power distance cultures may expect strong guidance from leaders, while those in low power distance cultures prefer equality and participation. Many theories and models have subsequently been based on Hofstede's work. They often started with the model's basic dimensions and enhanced it by adding some additional dimensions, enriching the work. One of these is the equally well-known GLOBE (Global Leadership and Organizational Behavior Effectiveness) Project. The theory is based on detailed empirical analysis and explains how cross-cultural leadership works.

The GLOBE Project enriched Hofstede's work by adding further analysis and identifying nine cultural dimensions. One of the most important points of the GLOBE Project is the distinction between cultural values and cultural practices. This means in practice that the work distinguishes how things should be from how things actually are. The value of the model in leadership research lies in the connection it presents between culture and leadership behaviors. In addition, it specifically identifies and explains the different leadership styles that are considered effective across cultures (Hartog, 2024; Testa, 2007).

Another well-known theory that is undoubtedly studied by those who research cross-cultural leadership is Schwartz's Cultural Values Theory. This model differs from the previous ones, as it shifts the focus to basic human values. The theory argues that these values guide the behavior of groups in most societies. The values are presented grouped into categories, such as conservation, openness to change, self-improvement, and going beyond personal limits. Assessed from the perspective of leadership, this particular model contributes to exploring the motivations and priorities of leaders. Also, the leaders' choice to focus more on stability and tradition or on innovation and change. And this model, in turn, is useful for the study of cross-cultural leadership. It helps to understand the deeper values that influence, on the one hand, the decisions of leaders and, on the other hand, the expectations of employees (Hartog, 2024).

Gelfand's Tight-Loose Cultural Framework is also a model worth mentioning. His theory explains culture in terms of the strength of social norms and tolerance for abnormal behavior. For example, tight societies, such as Japan, have strict norms and low tolerance for abnormality. On the other hand, loose societies, such as the USA, are more flexible and tolerant. This model has an impact on how strictly leaders are, the amount of autonomy employees have, and how organizations respond to change (Hartog, 2024; Mittal, 2015).

Overall, these theoretical models show that culture is a key factor in leadership effectiveness. Each framework has its limitations, but together they provide useful tools for understanding cross-cultural differences and for developing leadership approaches that are more suitable for multinational and diverse organizational environments, such as the hotel industry in Cyprus.

2.2.2 Leadership Styles in Multicultural Environments

In cross-cultural literature, various leadership styles attempt to explain how leaders can be effective in multicultural environments. These styles emphasize elements such as vision, collaboration, employee involvement, and respect for cultural differences. Since culture shapes values, beliefs, and acceptable behaviors, leadership styles that are effective in one country or culture may not be in another. This section examines leadership styles in cross-cultural contexts, including charismatic, transformational, team-oriented, participative, and people-centered approaches (Mittal, 2015; Hartog, 2024).

The charismatic leader style takes its name from the Greek concept of "charisma," which means someone has an innate ability, a special gift. The charismatic leader possesses the art of transmitting enthusiasm and a sense of commitment to the teams he leads. He has a vision for the company, which he conveys to his team, and together they effectively and successfully achieve the goals assigned to them. He is characterized as an innovative leader with self-confidence who brings uncommon success to the organization (Mittal, 2015). The charismatic leader motivates and drives exceptional performance. It has been considered the universally most effective style (Hartog, 2024).

The next style is quite similar to the charismatic, but it takes on a more transformative form. The transformational leader appeals to the ideas and emotions of his team members and encourages them to realize their value to the company. By creating a sense of competence within his team, he boosts their confidence, which leads to a greater sense of responsibility towards the company. In this way, they become more willing to take on more responsibilities with greater zeal. Hence, while in the previous style the team follows the charismatic leader because he triggers enthusiasm, now they are inspired and motivated by the transformational leader to change and develop into the best version of themselves as employees (Mittal, 2015; Deinert, 2015).

Team orientation is also related to leadership in cross-cultural environments. Team-oriented leaders collaborate united with their team members to create a promising and thrilling future for the company. Focused on strengthening team cohesion, a team-oriented leader seeks to ensure the success of a common goal by all team members. Together with the charismatic style, they are considered to be the most significant and affecting global leader behaviors. They are also the most universally endorsed styles across cultures (Hartog, 2024).

The participative leader, on the other hand, tends to include his team in the process of making and executing various decisions. Based on the GLOBE study, it is considered that the effectiveness of this style is moderate. It is generally accepted, but is more strongly observed in specific regions such as northern and central Europe (Hartog, 2024).

Another leadership style that is considered important in global leadership behavior is the human-oriented. Considered to have overall moderate effectiveness, the human-centered leader is supportive, expressing appreciation, demonstrating compassion, and generosity toward his team members (Hartog, 2024).

The literature mentions additional leadership styles that emphasize the leader's ethics. Some of these are the servant, the ethical, the empowering, and the authentic. Despite their apparent effectiveness in multicultural environments, the difficulty of measuring results makes their evaluation less reliable. However, the impact that these forms of leadership seem to have on team performance remains remarkable (Hartog, 2024).

Conversely, other forms of leadership have been shown to be ineffective across diverse environments. Characteristic examples are the autonomous, self-protective, abusive, and paternalistic leadership styles. These forms not only do not help improve employee performance, but often lead to the opposite of the desired results (Hartog, 2024).

2.3 Employee Performance: Key Indicators and Drivers

Employee performance is a fundamental factor for an organization's success. It refers to how effectively employees perform their tasks and contribute to the achievement of the organizational goals. The concept refers not only to the execution of the responsibilities of each position but also to an individual's attitudes and behaviors within the work environment. According to Armstrong, performance is associated with the quality of work, productivity, and, in general, employees' contribution to the effective operations of the company (Armstrong, 2020).

In the hospitality sector, employee performance is highly linked to the quality of customer service. Hotel employees are in direct contact with guests and significantly influence their experience. Research has shown that high employee performance leads to better service quality and increased customer satisfaction (Zopiatis, 2014; Karatepe, 2013). This makes effective performance management extremely critical to the success of the hospitality industry.

The first step in improving performance is to find accurate ways to measure and evaluate it. Employee performance appraisal is a control technique that is usually the responsibility of department managers. In order for the appraisal to be possible, there must be a clear standard for each job position. Based on each job's standards, managers must carefully measure and compare their team members' actual performance against the established standards. (Terzidis, 2004).

Also, specific quantitative and qualitative indicators are used to evaluate employee performance. Quantitative indicators evaluate the elements of work that can be measured. These can be, for example, productivity and efficiency in completing various tasks. On the other hand, qualitative indicators evaluate the quality of work, cooperation with colleagues, and the behavior of employees in the work environment (Armstrong, 2020). In hospitality companies, there are additional indicators that play an important role. These indicators are mainly related to customer service. Typical examples are the quality of services provided and guest satisfaction (Karatepe, 2013).

Table 1 presents the indicators that are usually used to show the different dimensions that help to evaluate employee performance in various organizational settings, with an emphasis on the hospitality industry.

Indicator	Description	Source
Task performance	Refers to how effectively employees complete their core job duties and responsibilities.	Koopmans et al. (2011)
Quality of Work	The degree to which employees perform their tasks accurately and according to organizational standards.	Armstrong (2020)
Productivity	The efficiency with which employees complete tasks within a given time period.	Armstrong (2020)
Teamwork and Cooperation	The ability of employees to collaborate effectively with colleagues and contribute to a positive work environment.	Koopmans et al. (2011)
Customer Service Quality	The level of service provided to customers, which influences satisfaction and overall guest experience in hospitality settings.	Karatepe (2013)
Reliability and responsibility	The consistency of employees in fulfilling their duties and meeting organizational expectations.	Armstrong (2020)

Table 1. Key Indicators of Employee Performance Evaluation

It is also important to consider the factors that often influence employee performance. The most frequently mentioned are, for example, leadership, the incentives they have or are given, their education level, training, and the wider work environment. Armstrong adds a few more factors that can significantly improve employee performance. These are the support that employees receive from management, the opportunities they have for development, and a positive work climate (Armstrong, 2020). In hotel workplaces, these factors become even more important. One of the main reasons is that employees are often required to work in multicultural work environments with intense pace.

Table 2 presents the most important factors that can influence employee performance in the workplace. Among them, leadership plays a key role, given the multicultural nature of hospitality industry.

Driver	Description	Source
Leadership	Effective leadership provides direction, support, and motivation to employees, influencing their performance and engagement.	Armstrong (2020)
Motivation	Motivated employees are more likely to perform their tasks efficiently and contribute to organizational goals.	Armstrong (2020) Northouse (2022)
Training and development	Training helps employees improve their skills and knowledge, leading to higher work performance.	Armstrong (2020) Northouse (2022)
Work Environment	A positive and supportive work environment encourages employees to perform more effectively.	Armstrong (2020)
Job satisfaction	Employees who are satisfied with their jobs tend to show higher levels of commitment and performance.	Karatepe (2013)
Team cooperation	Collaboration and supportive relationships among employees improve overall individual and team performance.	Koopmans et al. (2011)

Table 2. Key Drivers of Employee Performance

2.4 Leadership and Employee Performance Link

The literature and numerous studies reveal the importance of leadership for employee performance within an organization. Leaders set goals, guide employees, and create an appropriate work environment to achieve those goals. Through guidance, communication, and support, leaders can directly influence employee behavior and performance. Leadership influences the team to such an extent that everyone, voluntarily and willingly, performs as effectively as they can (Armstrong, 2020; Papakonstantinou, 2013).

Northouse (2022) supports that leadership style plays a key role in employee motivation and effectiveness. Leaders who motivate, reward, encourage collaboration, and trust help create a positive work environment. This, in turn, can lead to higher levels of performance and greater employee commitment to the organization (Northouse, 2022). Studies have particularly shown the impact of transformational leadership and team orientation on employee performance. (Hartog, 2024; Deinert, 2015).

In multicultural work environments, leaders are required to manage employees from different cultural backgrounds, values, and communication styles. Effective cross-cultural leadership can enhance collaboration among employees and improve overall team

performance (Erfan, 2024). The more leaders understand the cultural differences of their team, the more likely they are to build a supportive work environment that will enhance employee performance.

The role of leadership becomes even more important in the hospitality industry. This is because employees in restaurants and hotels are in constant contact with customers. According to Testa, the practices used by leaders directly affect employee behavior and the quality of service they provide (Testa, 2007). When leaders are effective, they can encourage more professional employee behavior and, by extension, improve the overall guest experience.

From all of the above, it follows that the relationship between leadership and employee performance is considered of high importance in modern human resource management. The role of the leader is now multidimensional. His effectiveness can contribute to increasing productivity, improving collaboration, and greater the quality of services offered. These dimensions are critical, given that in industries such as the hospitality, human interaction is a very important element.

2.5 Cross-Cultural Leadership in the Hospitality Industry

The global hospitality sector has become one of the most multicultural industries of the modern economy. This is because businesses employ people from different countries, cultures and social backgrounds. Furthermore, organizations in this industry serve customers with different cultural perceptions, habits and expectations in regards to the quality of services provided. The coexistence of these different cultural characteristics results in a complex and demanding work environment (Vassou 2017; Zopiatis 2014). In addition, many of the largest hotel chains and hospitality businesses operate internationally. Such companies and organizations manage personnel from a wide range of nationalities and cultural backgrounds (Testa, 2007).

These developments make cross-cultural leadership an increasingly critical factor for the effective operation of hospitality organizations. Leaders are called upon to manage groups of employees who differ in their values, communication styles, professional perceptions and work behaviors. The ability to understand and utilize this cultural diversity can contribute to the creation of a positive work climate. It also contributes to strengthening cooperation

between employees and improving the performance of the organization. Most importantly, it positively impacts the quality of services offered to customers. On the other hand, a lack of understanding of cultural differences can lead to operational problems and overall performance (Vassou 2017; Zopiatis 2014; Testa, 2007).

2.5.1 Challenges in Multicultural Hotel Teams

Although cultural diversity is a key feature of the wider hospitality sector, this phenomenon is becoming increasingly noticeable in the hotel environment. Nowadays, most hotels employ employees from different countries and cultures. These employees, as is logical and obvious, speak different languages and have different habits and norms.

On the one hand, the positive aspect is that it makes the hotel workplace more diverse and interesting, because employees bring different experiences, ideas and ways of thinking. This can be beneficial for hotel organizations. The different perspectives, experiences, and skills that employees bring can improve creativity, innovation, and problem-solving. On the other hand, it can also create difficulties in daily operations. Differences in communication styles or in the way each person perceives work can lead to misunderstandings and collaboration problems among employees (Vassou, 2017; Zopiatis, 2014; Lashley, 2008).

Hence, the first most common challenge is communication. Even when employees use English as a common language, cultural differences may influence how messages are expressed and interpreted. For example, in some cultures direct communication is considered normal and efficient, while in others a more indirect and polite approach is preferred. As a result, communication barriers can affect teamwork, employee relationships, and overall workplace effectiveness.

Another important challenge is related to customer service. Each employee brings elements of their own culture and this can affect the way they communicate and serve guests. For example, some employees may believe that professional service should be more formal and based on specific rules, while others may prefer a friendly and personalized style of service. Since customer satisfaction is one of the most important goals in the hospitality industry, hotels need to establish common service standards that all employees can follow regardless of their cultural background. This becomes more important in departments with pressure

and direct contact with customers, such as the front office and food and beverage departments (Erfan, 2024; Zopiatis, 2014).

Cultural differences can also affect the way employees understand leadership. Some employees feel more comfortable when managers provide clear instructions and make most decisions. Others prefer to participate more in decision-making and to have more independence in their work. For this reason, hotel managers often need to adjust their leadership style according to the needs of their team (Erfan, 2024; Testa, 2007).

In addition, multicultural teams may experience differences in work values, attitudes toward time management, and approaches to conflict resolution (Erfan, 2024; Vassou, 2017). Employees may have different perceptions regarding punctuality, teamwork, and responsibility. If these differences are not properly managed, they can create tension within the team and reduce productivity.

The seasonal nature of the hotel industry further increases these challenges. Many hotels rely on temporary or seasonal employees, especially during peak tourist periods. New staff members often have limited time to adapt to the organizational culture and hotel’s service standards. Consequently, managers are under pressure to ensure effective communication, training, and supervision in order to maintain service quality. Therefore, effective cross-cultural leadership is a key factor in ensuring high performance and quality service in hotels (Vassou 2017; Zopiatis, 2014).

To address these challenges, team leaders should have high cultural intelligence (CQ), in order to enhance cooperation between their team members (Singh, 2023). It is also important to create a relationship of trust and respect for diversity. Additionally, team-building activities contribute to the cohesion and strengthening of teams (Erfan, 2024).

2.5.2 Case of Cyprus: Cultural and Economic Context

Cyprus is a notable case in the hospitality sector, as tourism represents approximately 14% of the country’s GDP. In 2025, tourist arrivals exceeded 4.5 million, for the first time in history. Total revenues for the period 2023 - 2025 reach 10 billion euros (CYSTAT Statistical Service 2023-2025, Eurostat). The above show the vast contribution of tourism and hospitality in the Cypriot economy.

One of the main reasons why Cyprus attracts a large number of visitors is its geographical location. The island is located between three continents, which makes it easily accessible to tourists from different countries. Furthermore, Cyprus is one of the most well-known tourist destinations in the Mediterranean, which has always been one of the most popular tourist areas in the world, attracting millions of travelers every year. Its warm climate, long coastlines and modern tourist infrastructure further strengthen its image.

Apart from its location, Cyprus has a rich history and cultural heritage. This has been shaped through the coexistence and interaction of different cultures throughout its history. Archaeological sites, traditional villages, religious monuments and cultural events attract visitors with different interests.

As a consequence, the increased tourist traffic creates high demand for hospitality services, which makes the hotel industry one of the most important pillars of the Cypriot economy. It provides jobs, strengthens local businesses and contributes to the country's economic revenues. The contribution of the tourism sector strengthens both economic activity and the international recognition of Cyprus as a top tourist destination. Within this environment, Cyprus has significantly developed its tourism sector, and specifically the hotel industry (Zopiatis, 2014).

At the same time, the workforce in the hotel sector has been strongly multicultural since 1995 (Ayres, 2000). According to recent data, only 53% of employees in the sector are Cypriots, 24% are from other European Union countries, and 23% are from third countries (CYSTAT Statistical Service). Hence, almost half of the total employees have a different national and cultural background.

In February 2025, due to continuous staff shortages on the island, regulations were adopted to ease the recruitment of third-country nationals in the hospitality sector. The policy has increased the number of foreign staff permitted within each company (Government portal - gov.cy). This development shows a high dependence on the international workforce. In this context, cross-cultural leadership is necessary to maintain great quality service and a high level of employee performance.

2.6 Literature Gaps and Research Justification

The literature has extensively examined the relationship between leadership and employee performance (Shang, 2023; . However, significant research gaps remain, particularly in multicultural work environments within the hospitality industry.

A key gap in the literature concerns the way cultural differences affect the relationship between leaders and employees in the hospitality sector. Mark R. Testa states that, although national culture can influence how employees perceive their leaders, research in the hospitality industry remains limited and requires further investigation (Testa, 2007).

Despite the increased academic discussion about managing cultural differences in organizations, there are limited empirical studies examining how cross-cultural management practices impact collaboration and organizational performance in practice (Erfan, 2024). This fact indicates the need for further empirical research, especially in service sectors such as the hotel industry, where cultural interactions are more intense.

Additionally, the existing literature on cross- cultural leadership in the hospitality industry remains limited to specific geographical contexts, such as the hotel sector in Cyprus. In the case of Cyprus, many hotels rely on an international workforce. Employees with different languages, values, and cultural experiences work together to provide the greatest possible service to guests from around the world. Therefore, understanding how cross-cultural leadership affects employee performance can provide valuable insights for both researchers and industry professionals.

Studies related to the hotel sector in Cyprus include those conducted by Zopiatis and Vassou. They have contributed to a better understanding of intercultural workplace relationships (Vassou, 2017), as well as job involvement, commitment, satisfaction and turnover (Zopiatis, 2014). Despite their remarkable input, the impact of cross-cultural leadership on employee performance has not been extensively studied in the context of Cyprus hotel units.

This is the main purpose of this study. To explore the relationship between cross-cultural leadership and employee performance in the Cypriot hotel industry. It also examines whether leadership that recognizes and respects cultural differences can improve communication, cooperation, and overall effectiveness of work teams.

From a theoretical perspective, the research provides a better understanding of the relationship between cross-cultural leadership and job performance in the hotel industry. From a practical perspective, the findings can be used by managers and human resources executives to formulate more effective management, training and staff development policies. They can also be a useful tool for hotel managers and supervisors who wish to improve the working climate and staff performance.

2.7 Research Hypotheses

Based on the literature reviewed in the previous sections, leadership is an important factor influencing employee behavior and outcomes. In the hospitality industry, where employees often come from diverse cultural backgrounds, leaders' ability to manage these differences can affect employee performance. Therefore, this research examines the positive relationship between cross-cultural leadership and employee performance.

Furthermore, previous studies have shown that specific leadership styles can affect employee performance. For example, transformational leadership is often associated with higher levels of motivation and inspiration, as leaders influence employee attitude and commitment. Similarly, charismatic leadership can increase enthusiasm, while people-oriented leadership emphasizes support and understanding of employee needs, which is considered important in multicultural work environments.

Based on the above, this research examines the relationship between cross-cultural leadership and specific leadership styles, with employee performance in the hotel sector.

Based on the purpose of the study, the following hypotheses are formulated:

Hypothesis H1: Cross-cultural leadership has a positive, statistically significant effect on employee performance in the hotel sector.

Hypothesis H2: Transformational leadership style has a positive, statistically significant effect on employee performance in the hotel sector.

Hypothesis H3: Charismatic leadership style has a positive, statistically significant effect on employee performance in the hotel sector.

Hypothesis H4: People-oriented leadership style has a positive, statistically significant effect on employee performance in the hotel sector.

3. Research Methodology

This chapter presents the methodology followed to conduct the research. Initially, it describes the research philosophy and approach, the research design, and the data collection methods. Follows the sampling strategy, the questionnaire design and measures, and the data analysis techniques that will be used to test the research hypotheses. The chapter closes by mentioning the main limitations of the research methodology.

3.1 Research Philosophy and Approach

This research is conducted based on the philosophy of positivism (Saunders, 2019). It aims to assess the relationships between specific variables through measurable data. This study examines the impact of cross-cultural leadership on employee performance in the hotel sector. To achieve this, a quantitative approach has been chosen.

The quantitative methodology allows an objective assessment of employees' perceptions regarding their managers' behavior. Its use facilitates data collection from a larger number of participants. It also eases the analysis of the results using statistical methods.

The research also follows a deductive approach (Saunders, 2019). It is developed based on existing theory and previous studies on cross-cultural leadership, leadership styles, and employee performance.

3.2 Research Design

After studying the theory, the hypotheses examined in this work were defined. To test these hypotheses, it is first necessary to collect and then process the information. As quantitative research has been adopted, a structured questionnaire was designed to collect the data. The choice of quantitative over qualitative analysis, for example with interviews, was deemed more appropriate due to limited time and to facilitate numerical analysis of the data.

The questionnaire was distributed to employees working in hotels across Cyprus. It included questions regarding the demographic characteristics of the participants, their perceptions of the leadership practices applied in their workplace, as well as their assessment of their work performance. The use of the questionnaire allowed the collection of comparable data, which can be analyzed using statistical methods.

The study adopts a cross-sectional design, as the data were gathered during approximately one month. As a result, the research captures the views and perceptions of employees at a particular moment and does not examine how these views may change over time.

3.3 Data Collection Methods

The questionnaire used to collect data was created using the Google Forms platform. This method was chosen as a research tool because it allows the collection of information from a large number of participants in an easy and organized manner. It also allows the data to be statistically analyzed and lead to clear conclusions.

The questionnaire was distributed mainly through online media and social networks to employees working in Cypriot hotel units. In addition, personal contact was made with hotel employees, in order to increase participation in the survey.

The electronic format of the questionnaire was chosen for practical reasons. Participants could complete it at any time and from any device. It also helped the participation of employees regardless of their city of work. This reduced the cost and time required for data collection compared to other research methods.

Participation in the survey was entirely voluntary. Initially, participants were informed that their responses would remain anonymous and will be used only for research purposes. There was no personal information that could reveal the participant's identity. Ensuring anonymity was considered to encourage participation and honesty.

The majority of the questionnaire was based on a five-point Likert scale. Participants were asked to indicate their level of agreement or disagreement with various statements related to the behavior of their immediate supervisor, the management style they experience daily, and their own performance at work. Through their responses, the aim was to record their perceptions of cross-cultural leadership and investigate whether it influences the way they work and collaborate within the hotel environment. The use of Likert-type scales is considered suitable for collecting perceptual data and facilitates statistical analysis of the results (Koo & Yang, 2025).

3.3.1 Sampling Strategy

The research population consists of hotel industry employees in Cyprus. Specifically, the goal is to collect data from different hotels around the island. Preferably, employees who work in all types of hotels and in different departments.

Convenience sampling is used to select participants from a target population. This method is a non-probability sampling method and is often used in surveys where access to the entire population is limited or difficult. In convenience sampling, participants are selected based on their availability and willingness to participate in the survey (Golzar, 2022).

In the present study, a questionnaire is distributed online to hotel employees through professional contacts and personal networks. Participants should strictly be or have been exclusively employees of hotels in Cyprus. The field approach was conducted in different hotels and cities on the island.

3.3.2 Survey Design and Measures

The questionnaire of this research was designed based on the main axes of the theoretical analysis in the previous chapters. Its objective is to empirically study the relationship between cross-cultural leadership and employee performance in the hotel environment. In total, the questionnaire comprises 34 questions, organised into four sections according to the variable under examination. More specifically, the questionnaire structure follows the research variables set in the previous chapter.

The first part of the questionnaire includes 5 questions regarding the demographic characteristics of the participants. Specifically, information is collected about the age, gender, job title, department in which they work and years of professional experience. This information helps to better describe the sample and provides a general picture of the profile of the employees who participated in the survey.

Subsequently, another 5 questions were included regarding the cross-cultural work environment of the participants. Specifically, information was requested regarding the country of origin of the employees themselves and their immediate supervisors (managers), as well as the number of different nationalities present in the department where they work. It was also requested to assess the degree of cultural diversity of the customers they serve daily. These questions were considered important, as they allow a better understanding of the degree of cultural diversity in the participant's workplace.

The second part of the questionnaire includes 6 questions and focuses on cross-cultural leadership. It aims to examine the extent to which supervisors and managers adapt their behavior when working with people from different cultural backgrounds. The questions address issues such as respect for cultural differences, effective communication and equal treatment of employees. The formulation of these specific questions was based on previous research studies examining Cultural Intelligence (CQ), inclusive leadership, and communication skills in multicultural environments (Erfan, 2024; Signh, 2023). The questions also follow the Cultural Intelligence Scale (CQS) three points: mental, motivational, and behavioral (Gozzoli, 2018; Dyne, 2008).

The next section examines specific leadership styles that are often found in culturally diverse organizations. Emphasis was placed on elements related to transformational, charismatic, and people-centered leadership. Participants were asked to evaluate the extent to which their managers inspire employees, encourage collaboration, build trust, and show interest in the needs and opinions of their team members. These characteristics are presented in the leadership style theories and GLOBE leadership dimensions (Mittal, 2015; Hartog, 2024).

The above mentioned questions were inspired by scales used in various studies. These scales are the Transformational Leadership Inventory (TLI) scale and the established Multi-Factor Leadership Questionnaire (MLQ) (Shang, 2023; Konstantinou, 2021; Avolio & Bass, 2020; Steinmann et al., 2018; Avolio, 1995; Podsakoff et al., 1990).

The fourth section, questions 29-33, concerns employee performance and includes questions related to the effectiveness and quality of work. Performance measurement is based on employees' own perceptions, as participants are asked to rate their own performance. This approach of individual work performance (IWP) is often used in research, especially when objective performance data is hard to access (Koopmans et al., 2011). It also allows for the connection of employees' perceptions with the leadership style they experience. Subjective performance evaluation questions are created based on Koopmans et al. (2013) selected indicators.

Finally, there is an extra question, called a "bonus question" that examines whether employees themselves perceive that their performance is affected by their leader's management style.

A five-point Likert-type scale was used to measure the variables. Participants were requested to indicate their degree of agreement with a series of statements (1 = Strongly disagree to 5 = Strongly agree). The use of this scale allows the transformation of employee perceptions and attitudes into measurable data and facilitates statistical analysis (Koo & Yang, 2025).

Considering that the research was conducted in a multicultural environment, it was considered necessary for the questionnaire to be available in more than one language. For this reason, three language versions were created, in Greek, English and Russian, so that participants could choose the one they felt most comfortable with (Appendices A-C). In this way, more employees were given the opportunity to participate in the research, without language being a barrier to understanding the questions or expressing their opinions.

Before the final distribution of the questionnaire, a pilot test was conducted on a small number of individuals. This process helped to identify areas that needed improvement. The feedback gathered from the pilot test was used to finalize the questionnaire, aiming to make it more understandable and user-friendly for the participants. An effort was made to keep the content of the questions as close as possible to the original meaning in all three versions.

3.4 Data Analysis Techniques (Hypotheses Testing Strategy)

After collecting the completed questionnaires, the next step was to organize and analyze the data. The analysis was carried out using quantitative statistical methods to examine the research hypotheses set.

Initially, the responses were saved into a Microsoft Excel file. Before the statistical analysis began, the data were checked to identify any incomplete or incorrect responses. The data were then transferred to the SPSS statistical program (PS IMAGO PRO), which was used to perform the analyses.

The answers given to the Likert scale questions were converted into numerical values from 1 to 5, to perform statistical processing. Furthermore, overall indicators were created for the main variables of the survey. That means, the questions related to cross-cultural leadership were combined into one variable. Indicators were created for transformational leadership, charismatic leadership, people-centered leadership and employee performance, accordingly.

These indicators resulted from calculating the average of the corresponding questions of each section.

Descriptive statistical analysis was then performed to present an overview of the data. For this purpose, basic statistics, such as means and standard deviations of the variables, were calculated. This analysis helped to show the general trend of the participants' responses.

Then, the reliability of the measurement scales was tested using Cronbach's Alpha. This test is often used in questionnaire-based research, as it shows whether questions belonging to the same section consistently measure the same concept. In this way, it was determined whether the research variables present a satisfactory degree of internal consistency.

Correlation analysis was used to investigate the relationships between the variables. Through this process, it was examined whether different leadership styles are associated with employee performance and what is the intensity of this relationship. This analysis provided a first insight into whether the variables appear to be related to each other.

Finally, regression analysis was applied to test the research hypotheses. Employee performance was used as the dependent variable, while the leadership styles examined in the research were used as independent variables. Through this, it was examined whether the different dimensions of leadership affect employee performance. Finally, the statistical significance of the results was tested, with a significance level of $p < 0.05$.

3.5 Limitations of Methodology

As with most research studies, there are certain limitations in this study that should be considered when evaluating and interpreting the results. These limitations do not affect the usefulness of the research, but they help to understand better the conditions under which it was conducted.

A key limitation concerns the method of sample selection. The survey was based on employees who were available and willing to participate. This means that not all employees in the hotel industry had the same chances of participating. Hence, the sample cannot be considered fully representative of all employees in hotels in Cyprus. Also, a larger sample could provide a more comprehensive picture and enhance the reliability of the findings.

Another limitation is that the data were the participants' personal responses. Employees were asked to express their own opinion about their supervisors' behavior, but also to evaluate

their own performance at work. Therefore, it is possible that some responses were influenced by their personal emotions, previous experiences, or the desire to give a more socially acceptable or positive answer.

Furthermore, the survey was conducted in an environment where people of different nationalities work. For this reason, the questionnaire was translated into three languages. Although an effort was made to maintain the same meaning in all language versions, it is possible that some questions were perceived in a slightly different way by some participants. Language and cultural background can often influence the way certain concepts and expressions are understood.

Also, the survey captures the views of employees at a specific time period. Working conditions in hotels, the tourist season, workload and changes in staff can affect the responses of employees. Therefore, the results reflect the picture that existed at the time of the survey and cannot show whether the same views would remain stable over time.

Despite the above limitations, the research provides useful data on cross-cultural leadership and employee performance in hotels in Cyprus. The results can serve as a basis for future studies that will examine the same topic in a larger sample, in different regions or by using other research methods.

4. Findings and Analysis

The questionnaire was distributed in three languages, with 43 participants responding to the English version, 40 to the Greek, and 18 to the Russian version. Once the total number of responses across all 3 questionnaires exceeded the target of more than 100 participants, the data collection process was concluded. In total, all 101 replies were valid.

This chapter presents the research findings, as they emerged from the analysis of the data collected through the questionnaires. Initially, the sample demographic characteristics are presented, and the main research variables are then analyzed. Finally, the results of the statistical analyses related to the testing of the research hypotheses are presented.

4.1 Overview of Respondents and Context

The majority of the participants are female, representing 60.4% (61 participants), while 39.6% (40 participants) are male (Table 3). The largest age group in the sample was aged

36-45 years old, representing 36.6% of the total respondents, followed by the age group 26-35 (29.7%) and the age group 46 and above (19.8%). Younger participants, aged 18-25, comprised 13.9% (Table 4).

Gender	Frequency	Percentage
Male	40	39.6%
Female	61	60.4%
Total	101	100%

Table 3: Gender Distribution of the Sample

Age Group	Frequency	Percentage	Cumulative Percentage
18-25	14	13.9%	13.9%
26-35	30	29.7%	43.6%
36-45	37	36.6%	80.2%
46 and above	20	19.8%	100%
Total	101	100%	

Table 4: Age Distribution of the Sample

The largest part of the responders are Employees/Staff members, representing the 70.3%, followed by supervisors with 16.8%, and managers with 12.9% (Table 5). The majority of the participants belong to the Food & Beverage Department (42.6%). Follows the Front office staff with 36.6% of the total sample, the Spa with 7.9%, Administration with 6.9%, Housekeeping with 5%, and Entertainment 1% (Table 6).

Position	Frequency	Percentage	Cumulative Percentage
Employee/Staff member	71	70.3%	70.3%
Supervisor	17	16.8%	87.1%
Manager	13	12.9%	100%
Total	101	100%	

Table 5: Position Distribution of the Sample

Department	Frequency	Percentage	Cumulative Percentage
Front Office	37	36.6%	36.6%
Food & Beverage	43	42.6%	79.2%
Spa	8	7.9%	87.1%

Entertainment	1	1%	88.1
Housekeeping	5	5%	93.1
Administration	7	6.9%	100%
Total	101	100%	

Table 6: Department Distribution of the Sample

Most respondents had more than 10 years of experience (32.7%), showing a highly experienced sample. Follows the 22.8% with 1-3 years of experience, 20.8% had 7-10 years of experience. while 4-6 years and less than 1 year were even less represented, at 14.9% and 8.9%, respectively (Table 7).

	Frequency	Percentage	Cumulative Percentage
Less than 1 year	9	8.9%	8.9%
1–3 years	23	22.8%	31.7%
4–6 years	15	14.9%	46.5%
7–10 years	21	20.8%	67.3%
More than 10 years	33	32.7%	100%
Total	101	100%	

Table 7: Years of experience in the hotel industry: Distribution of the Sample

4.2 Cross-Cultural Leadership Practices Identified

From all 3 Questionnaires, the total number of countries mentioned is 35. Table 8 indicates the participants’ Countries of origin, and Table 9 the countries of their direct supervisors/managers. Figures 1-2 and 3-4 are virtual displays of these results, respectively.

Country	Frequency	Percentage	Country	Frequency	Percentage
Greece	22	21.8%	Philippines	1	1.0%
Cyprus	17	16.8%	Thailand	1	1.0%
Romania	7	6.9%	Estonia	1	1.0%
Armenia	5	5.0%	India	1	1.0%
Bulgaria	5	5.0%	UK	1	1.0%
Lithuania	5	5.0%	Syria	1	1.0%
France	4	4.0%	Cameroon	1	1.0%
Hungary	3	3.0%	Nigeria	1	1.0%

Nepal	3	3.0%	Bangladesh	1	1.0%
Ukraine	3	3.0%	Slovakia	1	1.0%
Russia	3	3.0%	Poland	1	1.0%
Georgian Greek	3	3.0%	Spain	1	1.0%
Egypt	2	2.0%	Azerbaijan	1	1.0%
Congo	2	2.0%	Latvia	1	1.0%
Georgia	2	2.0%	Ossetia	1	1.0%

Table 8: Country of Origin Distribution of the Sample

Country	Frequency	Percentage	Country	Frequency	Percentage
Cyprus	55	54.5%	Romania/Greece	1	1.0%
Greece	17	16.8%	Georgia	1	1.0%
Hungary	7	6.9%	France	1	1.0%
Romania	4	4.0%	Belgium	1	1.0%
UK	3	3.0%	Czechia	1	1.0%
Russia	2	2.0%	Bulgaria	1	1.0%
Moldova	2	2.0%	Israel	1	1.0%
Cyprus/Italy	1	1.0%	Marocco	1	1.0%
Poland	1	1.0%	Lithuania	1	1.0%

Table 9: Country of Origin of the direct supervisor/manager: Distribution of the Sample

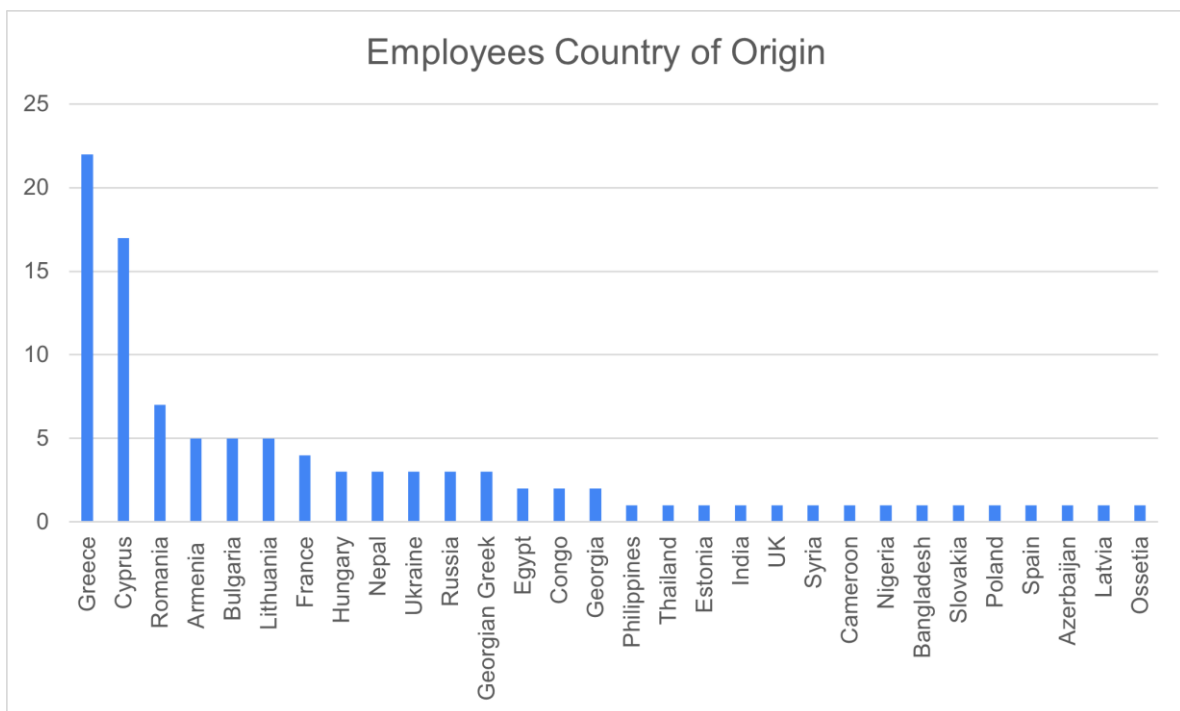


Figure 1. Employees' Country of Origin

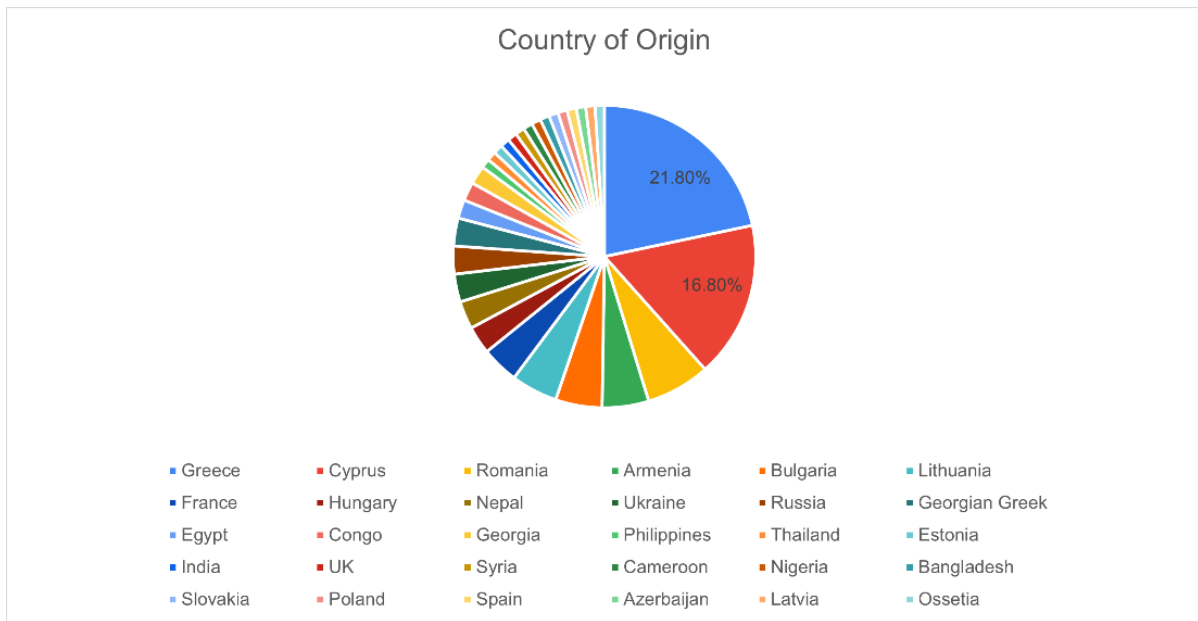


Figure 2. Participants' Country of Origin Pie Chart

The above results show that the employees who participated come from many different countries, which confirms the multicultural nature of the hotel industry in Cyprus. The largest participation comes from Greece (21.8%) and Cyprus (16.8%), followed by Romania, Bulgaria, Lithuania and other European countries. Employees from countries such as Armenia, Egypt, Nepal, India, Thailand and the Philippines also participated, which shows the wide variety of nationalities found in Cypriot hotels today.

The presence of workers from different geographical regions, such as Asia, Eastern Europe and the Middle East, is not surprising. In recent years, many hotel businesses have relied on workers from different countries to meet their increased staffing needs. This trend is linked both to the increased demand for staff in the tourism sector and to the general changes observed in the Cyprus labor market in recent years.

In particular, the new legislation that allows businesses, especially in the hospitality sector, to hire workers from third countries, has significantly enhanced the cultural diversity of the human resources of the island. This fact further reinforces the importance of cross-cultural leadership in today's hotel environment.

When asked whether their supervisor is from the same country, the majority of respondents 78.2% indicated that their direct supervisor is from a different national background. Only a small percentage 21.8% reported having a supervisor from the same country. A small

number of respondents reported multiple national affiliations, which were considered as a different origin category. These findings further support the presence of cross-cultural working environments within the sample.

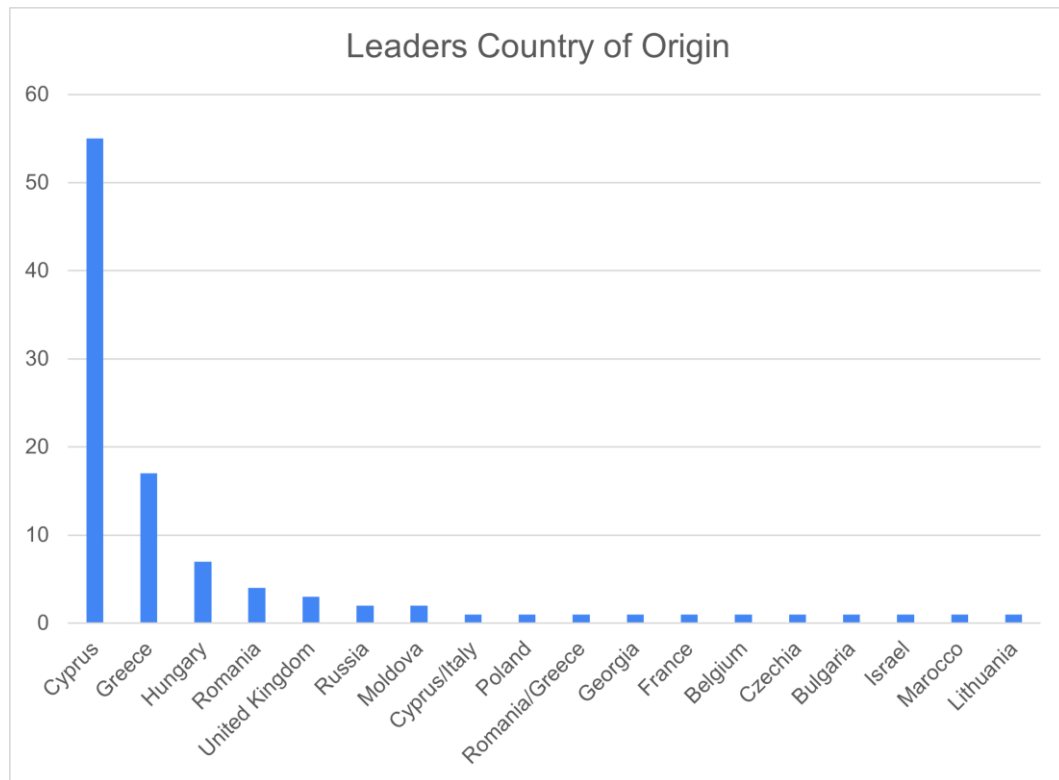


Figure 3. Leaders' Country of Origin

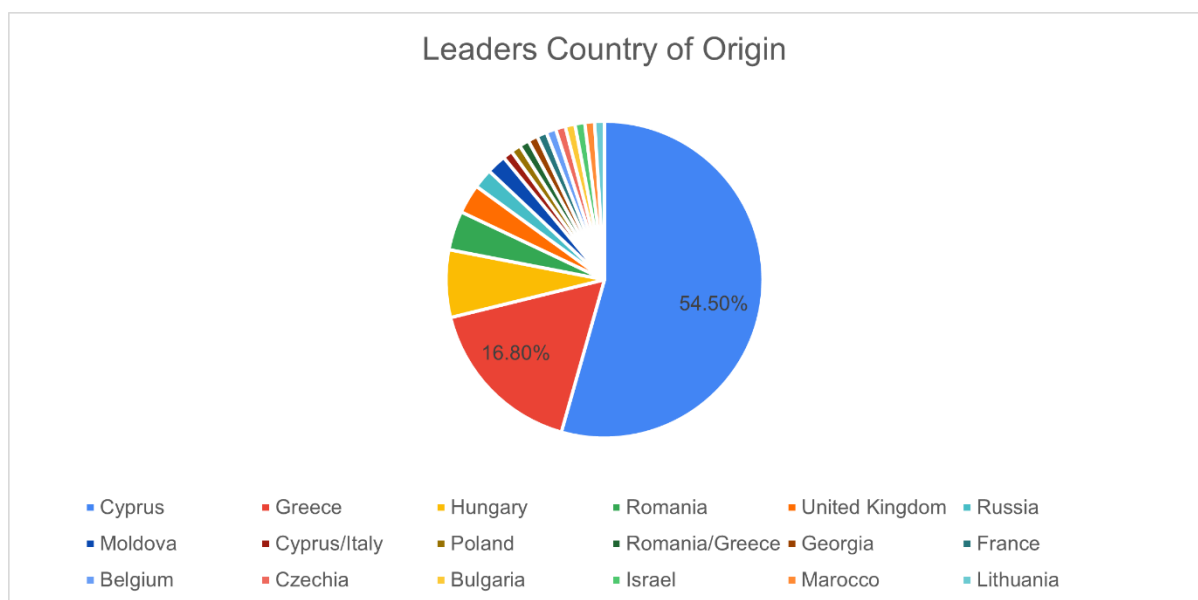


Figure 4. Leaders' Country of Origin Pie chart

	Frequency	Percentage	Cumulative Percentage
1-2 nationalities	8	7.9%	7.9%
3-4 nationalities	36	35.6%	43.6%
5-6 nationalities	34	33.7%	77.2%
7-8 nationalities	11	10.9%	88.1%
More than 8 nationalities	12	11.9%	100.0%
Total	101	100%	

Table 10: Different nationalities represented in a team or department: Distribution of the Sample

	Frequency	Percentage	Cumulative Percentage
1-2 nationalities	8	7.9%	7.9%
3-5 nationalities	45	44.6%	52.5%
6-10 nationalities	25	24.8%	77.2%
More than 10 nationalities	23	22.8%	100.0%
Total	101	100%	

Table 11: Different nationalities of guests in the hotel: Distribution of the Sample

In addition, respondents were asked to indicate the level of cultural diversity within their team or department. According to Table 10, most participants stated that they work in departments where there are three to six different nationalities. This suggests that working with people of different origins is part of their everyday work life. In such an environment, understanding and respecting cultural differences is very important as it contributes to the smooth functioning of the team and the reduction of possible misunderstandings.

Equally interesting are the results concerning hotel customers. As shown in Table 11, most participants reported serving customers from 3 to 10 different countries. This confirms that employees are called upon to communicate daily with people who have different habits, expectations and ways of behaving, which requires flexibility and adaptability.

Statement	Mean	Standard Deviation
The manager respects cultural differences among employees.	4.09	1.19
The manager communicates effectively with employees from different cultural backgrounds.	4.14	1.13
The manager creates an inclusive work environment where employees from different cultures feel respected and valued.	4.10	1.19

The manager treats employees fairly regardless of their nationality.	4.07	1.19
The manager understands cultural differences when managing the team.	4.02	1.11
The manager encourages cooperation between employees from different cultures.	4.09	1.16

Table 12: Means and Standard Deviations of Cross-Cultural Leadership Behaviors

Table 12 shows that employees generally have a positive view of the way their managers lead a multicultural work environment. All questions presented mean greater than 4, which indicates that most employees agree that their managers’ behaviors facilitate collaboration in a multicultural work environment.

The highest score was recorded in the question about effective communication. On the contrary, the lowest average was in the question of understanding cultural differences when managing the team. Although this dimension was also evaluated positively, the result may indicate that there is still room for improvement.

Regarding the standard deviation between 1.11 and 1.19, it indicates that there is a relative variation in the participants' responses. In other words, although the overall picture is positive, not all employees have the same experiences with cross-cultural leadership practices. This may be due to factors such as the hotel they work in, their department, the position they hold or even the personal management style of each manager.

4.3 Descriptive Statistics

Descriptive statistics of the survey are presented in Table 13. The averages of the variables are relatively high, indicating that participants evaluate positively both their managers and their own professional performance.

Variable	Mean	Standard Deviation
Cross-cultural leadership	4.08	1.16
Transformational leadership	3.88	1.28
Charismatic leadership	3.72	1.29
People-oriented leadership	3.87	1.30
Employee performance	4.60	0.77

Table 13: Descriptive Statistics of Main Variables: Mean and Std Dev.

In the table above, we see that cross-cultural leadership has recorded an average of 4.08. This high average shows that employees have a positive perception of the way their leaders manage cultural diversity. Transformational leadership had an average of 3.88, and follows people-centered leadership with an average of 3.87. Charismatic leadership had an average of 3.72, also remaining at a positive level, although slightly lower than the other leadership styles.

The highest score on the table is for employee performance, with an average of 4.60. This indicates that most participants believe they perform well at their jobs and meet the demands of their position.

In terms of standard deviation, the values for the leadership variables range from 1.16 to 1.30. These values indicate that there is some variation in the participants' views on the leadership practices applied in their workplaces. In other words, not all employees have the same experience of the management style applied by their managers. These differences may be related to the hotel they work in, their department, their job position or even to the personal management style of each supervisor.

Employee performance, on the other hand, had a smaller standard deviation (0.77), showing that their responses were closer to each other. In other words, most participants had a similar view of their job performance.

Of particular interest is the last question of the questionnaire, in which participants were asked if they believe that leadership style affects performance at work. The vast majority of employees (90%) answered "Yes", only 3% answered "No", while 7% stated that they do not know. This result shows that most employees believe that the way a team is managed can significantly affect the daily work and performance of its members.

4.4 Reliability and Validity Tests

Cronbach's Alpha was used to test reliability. This indicator examines whether questions belonging to the same section are related to each other and consistently measure the same concept. The results showed that all scales in the survey presented high levels of reliability. Specifically, Cross-Cultural Leadership ($\alpha = 0.956$), Transformational Leadership ($\alpha =$

0.951), Charismatic Leadership ($\alpha = 0.934$), Team-Oriented Leadership ($\alpha = 0.956$), and Employee Performance ($\alpha = 0.948$) all demonstrated high internal consistency.

The validity of the variables was then checked through Pearson correlation analysis (Appendix D: "Validity Results"). Through this process, it was examined whether the relationships between the variables are in line with what is supported by the relevant literature and the theoretical framework of the study.

The results showed that all leadership styles have a positive and statistically significant correlation with employee performance ($p < 0.001$). This finding means that the more positively employees evaluate the behavior and practices of their supervisors, the more positively they evaluate their own performance.

The strongest relationship was recorded between cross-cultural leadership and employee performance ($r = 0.585$). This result shows that in a multicultural environment, such as hotels in Cyprus, employees perform better when they believe that their managers understand the cultural differences that exist within the team.

Charismatic leadership ($r = 0.462$), transformational leadership ($r = 0.457$) and people-centered leadership ($r = 0.429$) also showed a positive relationship with performance. Although these correlations are lower than those of cross-cultural leadership, they still show association with job performance and that can positively influence the work environment. Another important observation is that the analysis revealed very high correlations between certain leadership styles. The most characteristic case concerns transformational and charismatic leadership, which showed a very high correlation ($r = 0.917$). This suggests that the two styles show strong similarities and are likely to be perceived in a similar way by the participants. Furthermore, it may be an indication of possible multicollinearity. That is a situation where two variables show a very high overlap with each other. For this reason, these specific results should be taken into account when interpreting the following analyses.

4.5 Hypotheses Testing Results (Impact on Employee Performance)

To examine the relationship between leadership practices and employee performance, a multiple regression analysis was performed (Appendix E: "Results of Regression Analysis").

The results showed that the model is statistically significant ($F = 13.664$, $p < 0.001$). This means that the results support the view that leadership is a factor related to job performance

in the hotel industry. A significant percentage of the variability (36,3%) in performance is explained by the leadership variables examined in the study. The remaining 63.7% is not explained by the variables examined in this study. This means that there are other factors that likely influence employee performance. These factors may be related to individual characteristics, organizational practices, or external conditions of the work environment.

Among the independent variables, only cross-cultural leadership had a significant positive effect on employee performance ($\beta = 0.667$, $p < 0.001$). Transformational leadership ($p = 0.832$), charismatic leadership ($p = 0.390$), and team-oriented leadership ($p = 0.104$) were not statistically significant predictors. Although the results indicate a positive relationship between those leadership styles and employee performance, they are not statistically significant ($p > 0.05$). Therefore, the corresponding hypotheses (H2, H3, H4) are not supported. To further illustrate the relationship between cross-cultural leadership and employee performance, a scatter plot is presented in Figure 5 below.

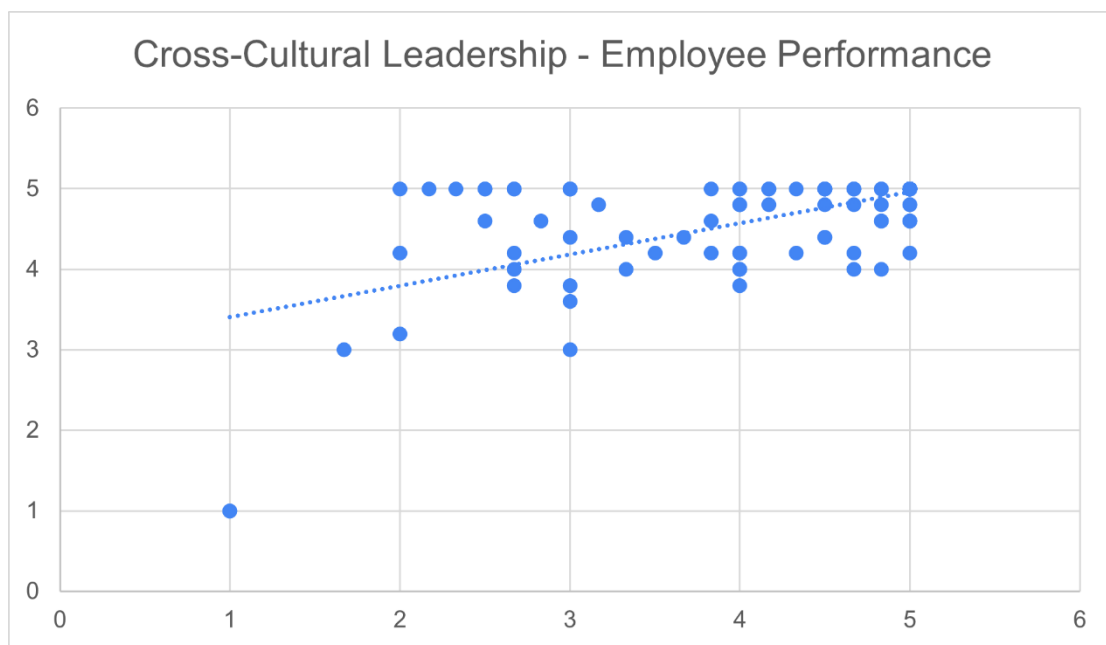


Figure 5. Cross-Cultural Leadership and Employee Performance Scatter Plot

Additionally, multicollinearity was observed among the independent variables, as indicated by relatively high VIF values. In particular, for transformational, charismatic, and team-oriented leadership styles. This suggests that these variables are highly correlated and may overlap conceptually.

4.6 Summary of Key Findings

This chapter presented the results of the data analysis, including reliability and validity testing, correlation, and regression analysis. The findings indicated excellent reliability, with Cronbach’s Alpha values exceeding 0.93 for all variables. This confirms the internal consistency of the measurement scales.

The correlation analysis revealed that all leadership styles were positively and significantly associated with employee performance. Cross-cultural leadership showed the strongest correlation with performance, followed by charismatic, transformational, and team-oriented leadership.

On the other hand, when the data were examined through regression analysis, it was found that only cross-cultural leadership had a statistically significant positive effect on employee performance. This finding suggests that, in this sample, the ability of managers to understand and manage cultural differences appears to have a greater impact on employee performance than specific leadership styles.

The research also found that some leadership styles are highly correlated with each other. This likely means that employees often perceive some different leadership characteristics as elements of the same style.

5. Discussion

The discussion focuses on the role of cross-cultural leadership in enhancing employees’ performance and behavior in multicultural hotel environments of Cyprus. In addition, the results are examined in relation to the existing literature. The research hypotheses are analyzed separately in Section 5.2.

5.1 Interpretation of Results

The results of the questionnaires show that employees in the hotel industry in Cyprus operate in a clearly multicultural work environment. The majority of participants acknowledge working with colleagues and guests of different nationalities, which confirms the complex nature of the hotel industry.

At the management level, it is observed that managers are mainly Cypriots 54.5%, while a smaller but significant percentage comes from other European countries 40.7%, and third countries 5%. The fact that the majority of leaders are Cypriots is consistent with Vassou's statement that locals prefer and mainly occupy senior positions in the hotel sector. The seasonal nature of the job draws Cypriots mainly to the public and banking sectors (Vassou et al. 2017).

The results of the survey highlight the important role cross-cultural leadership plays in the Cyprus hotel industry. They show that employees positively evaluate the cultural understanding of their managers. This finding takes on particular importance considering the context in which hotel businesses operate in Cyprus. When leaders show sensitivity to cultural differences, employees report better collaboration and smoother daily operations.

This composition increases demands on leadership, especially regarding understanding and managing cultural differences. The results of the questionnaires indicate that employees positively evaluate leadership practices related to communication, respect for diversity, and the leaders' ability to understand multicultural environments.

This positive relationship is also confirmed by the averages of each question related to cross-cultural leadership. Specifically, high averages are recorded in statements such as effective communication with employees of different cultural backgrounds ($M = 4.14$), the creation of an inclusive work environment ($M = 4.10$), as well as respect for cultural differences ($M = 4.09$). Correspondingly, practices such as enhancing cooperation between employees of different nationalities ($M = 4.09$), fair treatment regardless of nationality ($M = 4.07$), and understanding cultural differences when managing the team ($M = 4.02$) are also positively evaluated. The fact that all relevant variables present high values reinforces the reliability of the finding.

These findings indicate that managers in the hotel industry in Cyprus seem to apply cross-cultural leadership practices to a satisfactory degree, which reinforces the overall picture emerging from the statistical analysis.

Similarly, relatively positive ratings are also obtained for questions related to transformational leadership. Employees seem to recognize elements such as motivating high performance ($M = 4.04$) and enhancing the achievement of common goals ($M = 3.91$). More

moderate but positive values are recorded in dimensions such as supporting skill development ($M = 3.85$) and encouraging new ideas ($M = 3.72$).

Questions related to charismatic leadership show more varied ratings. Employees acknowledge to some extent the manager's influence on the team ($M = 3.90$), as well as the perception of innovative and effective management practices ($M = 3.77$). However, moderate ratings appear in the ability to communicate a clear and motivating vision ($M = 3.69$), and lower values are recorded in dimensions such as creating enthusiasm among employees ($M = 3.52$).

Questions related to people-oriented leadership also show positive ratings from employees. Specifically, a high average is recorded for the statement regarding respect for employees ($M = 4.03$), while positive values also appear for encouraging positive relationships within the team ($M = 3.92$). Additionally, employees acknowledge to a satisfactory degree the support they receive in cases of work difficulties ($M = 3.78$), as well as the manager's interest in their needs and well-being ($M = 3.75$). These findings show that managers seem to adopt to some level practices related to the support and management of human relations in the workplace.

At the same time, the data analysis indicates that the individual leadership styles examined in the research do not present a statistically significant relationship with job performance. However, in the corresponding question of the questionnaire, the 90% of participants stated that they believe leadership style affects their performance. This finding suggests that, while employees perceive the importance of leadership style in their work, this effect is not reflected in the same way across the individual leadership styles examined.

5.2 Discussion of Hypotheses

This section discusses the research hypotheses based on the results obtained from the data analysis. The aim is to examine whether the research findings are consistent with the literature and to interpret them within the context of the Cyprus hotel industry.

Hypothesis 1

The first hypothesis was regarding the impact of cross-cultural leadership on employee performance. This hypothesis is confirmed. Specifically, cross-cultural leadership was the

only form of leadership that showed a statistically significant positive effect on employee performance. The statistically significant relationship that emerges confirms that the ability of managers to effectively manage multicultural teams is directly linked to employee performance.

This result is consistent with the characteristics of the hotel industry in Cyprus. Daily cooperation between employees of different nationalities creates increased demands in terms of understanding, respect, and communication. In this context, cross-cultural leadership seems to function as a key mechanism for coordination and effective cooperation.

At the same time, this finding is in line with international literature and previous studies, which argue that in multicultural work environments, the leader's ability to recognize and manage cultural differences is a critical success factor (Erfan, 2024; Hartog, 2024; Vassou, 2017; Mittal, 2014; Testa, 2007).

Hypothesis 2

Hypothesis 2, which concerns the positive and statistically significant effect of transformational leadership on job performance, is not supported by the research findings.

A possible reason is related to the nature of the sample. In the Cyprus hotel industry, a large part of the employees are seasonal and stay in the companies for a limited period of time. Transformational leadership, which is based on creating vision, inspiration, and long-term commitment, may not have the necessary time to affect performance.

Furthermore, the intensity of daily operations and the emphasis on direct customer service limit the application of more complex leadership approaches, such as transformational leadership.

Furthermore, the effectiveness of transformational leadership requires a degree of stability and the development of trusting relationships between the leader and employees. However, when there is frequent staff turnover, as we mentioned is the case in hotels in Cyprus, it is difficult to create such relationships. Consequently, that can affect the implementation of this particular style.

Hypothesis 3

Hypothesis 3 concerned charismatic leadership and its effect on employee performance. Although charismatic leadership was positively correlated with performance, this

relationship was not statistically significant in the regression analysis. Therefore, this hypothesis is not confirmed.

One possible reason for this result is that the concept of charismatic leadership may be perceived differently by employees from different cultural backgrounds. Behaviors that are considered a sign of a strong personality or leadership presence in one culture may not be evaluated in the same way in another.

Additionally, employees may place more importance on practices that help them in their daily work than on the personal characteristics of the boss. It is also possible that many elements of charismatic leadership overlap with other leadership styles examined in the research, which may have influenced the results.

Hypothesis 4

A similar picture was presented in Hypothesis 4. This time the relationship between people-centered leadership and employee performance was examined. Although this leadership style was positively evaluated by participants, its effect on performance was not found to be statistically significant. As a result, this hypothesis is also not confirmed.

This finding may be linked to the particular conditions prevailing in the hotel industry. Seasonality, increased work demands, and frequent staff turnover often limit the time managers have to develop close personal relationships with their employees.

Furthermore, during periods of intense workload, employees may place greater importance on organization, coordination, and proper guidance that helps them meet their obligations. While support and interest from the supervisor are considered important, they may not be enough on their own to directly affect employee performance.

An additional factor that may affect the study's results concerns the composition of the sample. Specifically, a significant proportion of participants are from Greece 21.8% and Cyprus 16.8%. The relative concentration of participants from culturally similar backgrounds may affect the way different leadership styles are evaluated. As Testa supports, common cultural elements may lead to similar perceptions (Testa, 2007). However, cross-cultural leadership seems to have a statistically significant impact on employee performance, further reinforcing its importance within this context.

5.3 Implications

The findings of this research have significant implications both at a theoretical and practical level, particularly for the hotel industry in Cyprus.

At a theoretical level, the findings contribute to the literature by highlighting the importance of cross-cultural leadership as a clear factor in relation to leadership styles. The lack of statistically significant relationships for individual styles suggests that in multicultural environments, such as the hospitality industry in Cyprus, leadership effectiveness cannot be fully explained by individual leadership approaches.

Furthermore, the results reinforce the view that the relationship between leadership and employee performance is multidimensional and may be influenced by the implementation context, as well as by workforce characteristics, such as cultural diversity and employment time period.

On a practical level, the results suggest that hotel companies should place greater emphasis on developing cross-cultural leadership skills in their managers. Strengthening skills such as effective communication, understanding different cultural perceptions, managing conflict, and adapting management style to the needs of different employees can help create more collaborative and productive work teams.

6. Conclusions and Recommendations

This chapter includes the main conclusions of the research on cross-cultural leadership and employee performance. Through the analysis of data in the hotel industry of Cyprus, an attempt is made to provide an overall picture of how employees perceive the leadership practices implemented in their workplace and to what extent these are linked to their performance.

The chapter then links the findings to the literature presented in the previous chapters. Through this comparison, it is examined whether the research results are consistent with what has been found in previous studies.

Several proposals are also presented further in the chapter which can be utilized by hotel businesses and human resources professionals. These proposals address the need to develop

cross-cultural leadership skills, improve supervisor training, and create a work environment based on respect, collaboration, and an understanding of cultural differences.

Finally, the chapter presents the main limitations of the research and directions for future studies. Although the research provides useful data for the Cyprus hotel industry, there are still several aspects that can be studied further.

6.1 Summary of Key Findings

Through the previous chapters it was shown that leadership is an important part of the daily operation of hotels. Employees generally evaluated their managers positively. Cross-cultural leadership emerged as the most important factor, as it is linked to better collaboration, effective communication and enhanced employee performance.

On the other hand, transformational, charismatic and people-centered leadership, although positively evaluated by employees, did not show a statistically significant effect on performance in the regression analysis. This does not mean that these specific leadership styles are not useful or important. On the contrary, the positive evaluations they received indicate that they contribute to the creation of a good working environment. However, in the context of the present research, they did not appear to directly affect performance to the same extent as intercultural leadership.

The composition of the research sample is also of particular interest. The participants came from many different countries, both European and non-European. The sample included employees from Greece, Cyprus, Romania, Bulgaria, Lithuania and other European countries, as well as from countries such as Armenia, Egypt, India, Nepal, the Philippines and Thailand. This shows that hotel businesses now rely on staff from different cultural backgrounds.

This fact is also linked to recent developments in the Cyprus labor market, where many tourism businesses are turning to staff from abroad to meet their increased needs. As a result, cultural diversity is now a key feature of hotel businesses and creates new demands for management executives.

6.2 Theoretical Contributions and Practical Recommendations

This research contributes to a better understanding of the role of cross-cultural leadership in the Cyprus hotel industry. The results showed that managing cultural diversity is not just an additional qualification for a leader, but an element that can significantly affect the daily functioning of a team and the performance of employees.

On a theoretical level, the main conclusion is that cross-cultural leadership seems to have a great impact on employee performance. This finding is in line with previous studies in the hospitality industry. Many researchers argue that managing multicultural teams is one of the most important challenges for the modern hospitality industry (Testa, 2007).

The results also showed that the relationship between leadership and performance is not always simple. Although employees positively evaluated the various leadership styles, these styles did not show a statistically significant effect on performance. This may mean that employees do not always clearly distinguish between different leadership styles. Especially when certain leadership styles showed high correlations with each other.

On a practical level, the results of the research can offer useful directions to hotel businesses.

Initially, hotel companies should invest in developing cross-cultural leadership skills in their managers. Understanding and managing cultural differences, adapting communication, and enhancing cooperation between employees of different nationalities are critical elements for improving performance. According to Erfan, leaders should be trained to improve their cultural intelligence (CQ), adaptability, and ability to motivate and inspire multicultural teams, to understand different cultural norms, and communicate better with employees of multiple cultures. Training programs can increase their respect and problem-solving skills to be more efficient with the workforce, be prepared to manage conflicts and misunderstandings, and achieve common goals (Erfan, 2024).

Leaders should also develop skills related to cultural competency, innovation, and inclusive leadership. As Erfan highlights, cross-cultural training, development of cultural intelligence and awareness, in parallel with adopting inclusive leadership styles, can help improve performance among employees (Erfan, 2024). This is crucial for hotels in Cyprus, where the daily operation relies on employees of different nationalities.

In addition, it is recommended that targeted training and mentoring programs be adopted that focus on managing multicultural teams, as well as the implementation of onboarding practices for new employees from different cultural backgrounds. Such practices can help to reduce communication problems and improve team functioning.

Furthermore, it is also important to train the staff themselves in issues related to cross-cultural cooperation. The existence of employees from different cultural backgrounds makes it necessary to develop basic skills, such as understanding cultural differences, effective communication, and managing potential conflicts. By applying effective strategies and creating cultural sensitivity, companies can foster cultural awareness and promote open communication between employees of every level (Erfan, 2024).

This training can take the form of short and practical programs, which will focus on real situations encountered daily in the workplace, such as cooperation between employees of different nationalities or serving customers with different cultural backgrounds. Cross-cultural training programs have been found effective in improving team performance and organizational outcomes (Erfan, 2024).

Particularly in the hotel industry in Cyprus, where a large part of the staff is seasonal, this training should be immediately applicable and tailored to the needs of the business. Short onboarding programs that include basic principles of cross-cultural cooperation can significantly contribute to improving daily operations and reducing misunderstandings or conflicts.

At the same time, given the seasonality that characterizes the industry, companies should emphasize leadership practices that can be implemented immediately, such as clear guidance, effective team organization, and the rapid integration of new employees.

Therefore, strengthening cross-cultural competence does not only concern management executives, but also everyone involved in human resources, as a key factor for the effective operation of hotel businesses.

Finally, the findings suggest that effective leadership is not based solely on the adoption of a specific style, but on the ability of managers to adapt their behavior according to the needs of the team and the cultural context.

6.3 Limitations of the Study

Although this research offers useful evidence on the relationship between cross-cultural leadership and employee performance in the Cyprus hotel industry, there are some limitations that should be considered when interpreting the results.

Initially, one main limitation concerns the sample size. Although the number of participants was sufficient to carry out the statistical analyses, a larger sample could provide even more reliable results and allow for more generalized conclusions.

Furthermore, although employees from many different countries participated in the survey, a higher representation of employees from Cyprus and Greece was observed. That means that even though the sample was multicultural, certain groups of employees were represented to a lesser extent.

Another factor that may have influenced the responses is related to their employment condition. Third-country workers work on fixed-term contracts or have limited employment options. These conditions may affect the way they perceive their work environment and evaluate their supervisors. Their responses may reflect their general work experience.

Additionally, a percentage of participants reported that their immediate supervisor was from the same country of origin. It is possible that a common language, culture, or similar experiences facilitate communication and create more positive relationships between employees and supervisors. Therefore, some ratings may have been influenced by this cultural similarity and not solely by the leadership behaviors of the supervisors.

A significant limitation also relates to the research methodology. Data collection was carried out through a questionnaire and was based on the personal opinions of employees. Although this method is widely used in similar surveys, the responses may be influenced by personal perceptions, experiences or emotions. For example, two employees experiencing similar working conditions may evaluate them differently, depending on how they perceive them.

Also, employee performance was assessed through their own perceptions rather than through objective indicators or ratings from supervisors. Using more sources of information, such as managers' evaluations, performance data or customer reviews, could provide a more complete picture of employee performance.

Additionally, during the process of collecting the questionnaires, several participants wished to share personal experiences, thoughts about their work, relationships with superiors and difficulties they face. This element shows that the issue of leadership and cross-cultural relations is complex and cannot be fully captured through closed-ended questions alone.

For this reason, future research could combine quantitative and qualitative methods, such as interviews. Such an approach would allow for a better understanding of employees' experiences and the challenges they face within multicultural work environments.

Finally, the research focused exclusively on Cyprus's hotel industry and was conducted over a specific period. Consequently, it captures the perceptions of employees in Cyprus at that particular time. However, these perceptions may change over time and depending on the geographical area under study.

6.4 Direction for Future Research

Based on the above limitations, several possibilities for future research arise. A first direction concerns the expansion of the sample. The participation of a larger number of employees and the strengthening of the presence of people from third countries could more strongly reflect the multicultural nature of the sector.

Furthermore, it would be interesting to conduct similar studies in different regions or countries. In this way, it could be examined whether the findings of the present study are also valid in other organizational environments. Comparing results would enhance the generalizability of the conclusions.

Another important direction is the use of combined (quantitative and qualitative) methods. Interviews with employees and managers could additionally provide a deeper understanding of their experiences. Through such approaches, it is possible to highlight elements that are not easily captured through questionnaires, such as everyday interactions and the real challenges of cross-cultural cooperation.

Finally, it would be interesting to examine the issue in different sectors of hospitality or in other sectors of the economy. In this way, it could be determined whether the importance of cross-cultural leadership is a general phenomenon or is mainly associated with specific work environments.

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Appendix A: "Questionnaire in English"

Part 1. Demographics

1. Gender

- a. Male
- b. Female
- c. Prefer not to say

2. Age group

- a. 18–25
- b. 26–35
- c. 36–45
- d. 46 and above

3. Position in the hotel

- a. Employee/Staff member
- b. Supervisor
- c. Manager

4. Department

- a. Front Office
- b. Food & Beverage
- c. Housekeeping
- d. Administration
- e. Other:

5. Years of experience in the hotel industry

- a. Less than 1 year
- b. 1–3 years
- c. 4–6 years
- d. 7–10 years
- e. More than 10 years

Part 2. Cultural Diversity Questions

6. Country of origin

Short Answer

7. Is your supervisor from the same country as you?

- a. Yes
- b. No

8. If No, what is the country of origin of your direct supervisor/manager

Short Answer

9. Approximately how many different nationalities are represented in your team or department?

- a. 1–2 nationalities
- b. 3–4 nationalities
- c. 5–6 nationalities
- d. 7–8 nationalities
- e. More than 8 nationalities

10. Approximately from how many different countries do the majority of guests in your hotel come?

- a. 1–2 countries
- b. 3–5 countries
- c. 6–10 countries
- d. More than 10 countries

Part 3. Leadership - Cross-Cultural Leadership Behaviour

(Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

11. My manager respects cultural differences among employees.

12. My manager communicates effectively with employees from different cultural backgrounds.

13. My manager creates an inclusive work environment where employees from different cultures feel respected and valued.

14. My manager treats employees fairly regardless of their nationality.
15. My manager understands cultural differences when managing the team.
16. My manager encourages cooperation between employees from different cultures.

Transformational Leadership

17. My manager motivates employees to perform at their best.
18. My manager inspires employees to achieve common goals.
19. My manager encourages employees to share new ideas.
20. My manager supports employees in developing their skills.

Charismatic Leadership

21. My manager creates enthusiasm/passion among employees.
22. My manager has a strong influence on the team.
23. My manager communicates a clear and motivating vision.
24. My manager acts in innovative and effective ways to achieve success.

People-Oriented Leadership

25. My manager cares about employees' needs and well-being.
26. My manager treats employees with respect.
27. My manager supports employees when they face work difficulties.
28. My manager encourages positive relationships within the team.

Part 4. Employee Performance

29. I perform my job tasks effectively.
30. I provide high-quality service to customers.
31. I complete my work responsibilities on time.
32. I handle customer requests and problems efficiently.
33. I contribute positively to the overall performance of the team.

Bonus question

34. Do you believe that leadership style influences employee performance in hotels?
 - a. Yes
 - b. No

Appendix B: "Questionnaire in Greek"

Μέρος 1. Δημογραφικά Στοιχεία

1. Φύλο

α. Άντρας

β. Γυναίκα

γ. Δεν επιθυμώ να απαντήσω

2. Ηλικιακή ομάδα

α. 18–25

β. 26–35

γ. 36–45

δ. 46 και άνω

3. Θέση στο ξενοδοχείο

α. Υπάλληλος

β. Υπεύθυνος/Supervisor

γ. Διευθυντής/Τμηματάρχης/Manager

4. Τμήμα

α. Υποδοχή/Front Office

β. Εστιατόριο-Μπαρ/Food & Beverage

γ. Οροφοκομία/Housekeeping

δ. Διοίκηση/Γραφεία/Administration

ε. Άλλο:

5. Χρόνια εμπειρίας στον ξενοδοχειακό κλάδο

α. Λιγότερο από 1 χρόνο

β. 1–3 χρόνια

γ. 4–6 χρόνια

δ. 7–10 χρόνια

ε. Πάνω από 10 χρόνια

Μέρος 2. Πολιτισμική Ποικιλομορφία

6. Χώρα προέλευσης σας

Σύντομη απάντηση

7. Ο προϊστάμενός σας είναι από την ίδια χώρα με εσάς;

α. Ναι

β. Όχι

8. Αν όχι, ποια είναι η χώρα προέλευσης του άμεσου προϊσταμένου σας;

Σύντομη απάντηση

9. Περίπου πόσες διαφορετικές εθνικότητες υπάρχουν στην ομάδα ή στο τμήμα σας;

α. 1–2 εθνικότητες

β. 3–4 εθνικότητες

γ. 5–6 εθνικότητες

δ. 7–8 εθνικότητες

ε. Πάνω από 8 εθνικότητες

10. Περίπου από πόσες διαφορετικές χώρες προέρχεται η πλειοψηφία των πελατών του ξενοδοχείου σας;

α. 1–2 χώρες

β. 3–5 χώρες

γ. 6–10 χώρες

δ. Πάνω από 10 χώρες

Μέρος 3. Ηγεσία - Διαπολιτισμική Συμπεριφορά

(Κλίμακα: 1 = Διαφωνώ απόλυτα, 2 = Διαφωνώ, 3 = Ουδέτερος/η, 4 = Συμφωνώ, 5 = Συμφωνώ απόλυτα)

11. Ο προϊστάμενός μου σέβεται τις πολιτισμικές διαφορές μεταξύ των εργαζομένων.

12. Ο προϊστάμενός μου επικοινωνεί αποτελεσματικά με εργαζομένους από διαφορετικά πολιτισμικά υπόβαθρα.

13. Ο προϊστάμενός μου δημιουργεί ένα εργασιακό περιβάλλον που τους συμπεριλαμβάνει όλους, όπου οι εργαζόμενοι από διαφορετικές κουλτούρες αισθάνονται σεβασμό και αποδοχή.

14. Ο προϊστάμενός μου αντιμετωπίζει τους εργαζομένους δίκαια, ανεξάρτητα από την εθνικότητά τους.
15. Ο προϊστάμενός μου κατανοεί τις πολιτισμικές διαφορές κατά τη διοίκηση της ομάδας.
16. Ο προϊστάμενός μου ενθαρρύνει τη συνεργασία μεταξύ εργαζομένων διαφορετικών πολιτισμών.

Μετασχηματιστική Ηγεσία

17. Ο προϊστάμενός μου παρακινεί τους εργαζομένους να αποδίδουν στο μέγιστο των δυνατοτήτων τους.
18. Ο προϊστάμενός μου εμπνέει τους εργαζομένους να επιτυγχάνουν κοινούς στόχους.
19. Ο προϊστάμενός μου ενθαρρύνει τους εργαζομένους να μοιράζονται νέες ιδέες.
20. Ο προϊστάμενός μου υποστηρίζει την ανάπτυξη των δεξιοτήτων των εργαζομένων.

Χαρισματική Ηγεσία

21. Ο προϊστάμενός μου δημιουργεί ενθουσιασμό στους εργαζομένους.
22. Ο προϊστάμενός μου έχει ισχυρή επιρροή στην ομάδα.
23. Ο προϊστάμενός μου επικοινωνεί ένα σαφές και παρακινητικό όραμα.
24. Ο προϊστάμενός μου ενεργεί με καινοτόμο και αποτελεσματικό τρόπο για την επίτευξη στόχων.

Ανθρωποκεντρική Ηγεσία

25. Ο προϊστάμενός μου ενδιαφέρεται για τις ανάγκες και την ευημερία των εργαζομένων.
26. Ο προϊστάμενός μου αντιμετωπίζει τους εργαζομένους με σεβασμό.
27. Ο προϊστάμενός μου υποστηρίζει τους εργαζομένους όταν αντιμετωπίζουν δυσκολίες στη δουλειά.
28. Ο προϊστάμενός μου ενθαρρύνει θετικές σχέσεις μέσα στην ομάδα.

Μέρος 4. Απόδοση Εργαζομένων

29. Εκτελώ τα καθήκοντά μου αποτελεσματικά.
30. Παρέχω υπηρεσίες υψηλής ποιότητας στους πελάτες.
31. Ολοκληρώνω τις εργασιακές μου υποχρεώσεις στην ώρα τους.
32. Διαχειρίζομαι αποτελεσματικά τα αιτήματα και τα προβλήματα των πελατών.
33. Συμβάλλω θετικά στη συνολική απόδοση της ομάδας.

Ερώτηση Bonus

34. Πιστεύετε ότι το στυλ ηγεσίας επηρεάζει την απόδοση των εργαζομένων στα ξενοδοχεία;

α. Ναι

β. Όχι

Appendix C: "Questionnaire in Russian"

Часть 1: Демографические данные

1. Пол

a. Мужской

b. Женский

c. Предпочитаю не отвечать

2. Возрастная группа

a. 18–25

b. 26–35

c. 36–45

d. 46 и старше

3. Должность в отеле

a. Сотрудник

b. Супервайзер

c. Менеджер

4. Отдел

a. Ресепшн (Front Office)

b. Питание и напитки (Food & Beverage)

c. Хаускипинг/ Служба эксплуатации номерного фонда (Housekeeping)

d. Администрация

e. Другое: _____

5. Стаж работы в гостиничной индустрии

a. Менее 1 года

b. 1–3 года

c. 4–6 лет

d. 7–10 лет

e. Более 10 лет

Часть 2: Культурное разнообразие

6. Страна происхождения/национальность
(Краткий ответ)

7. Ваш руководитель из той же страны, что и вы?

a. Да b. Нет

8. Если нет, укажите страну происхождения вашего непосредственного руководителя
9. Сколько примерно национальностей представлено в вашей команде или отделе?
- a. 1–2
 - b. 3–4
 - c. 5–6
 - d. 7–8
 - e. Более 8
10. Из скольких стран приезжает большинство гостей вашего отеля?
- a. 1–2
 - b. 3–5
 - c. 6–10
 - d. Более 10

Часть 3: Руководительство – Межкультурное поведение

(Шкала: 1 = Полностью не согласен, 2 = Не согласен, 3 = Нейтрально, 4 = Согласен, 5 = Полностью согласен)

- 11. Мой руководитель уважает культурные различия между сотрудниками.
- 12. Мой руководитель эффективно общается с сотрудниками из разных культур.
- 13. Мой руководитель создает инклюзивную рабочую среду, где сотрудники из разных культур чувствуют уважение и ценность.
- 14. Мой руководитель относится к сотрудникам справедливо, независимо от их национальности.
- 15. Мой руководитель учитывает культурные различия при управлении командой.
- 16. Мой руководитель поощряет сотрудничество между сотрудниками разных культур.

Трансформационное руководство

- 17. Мой руководитель мотивирует сотрудников работать на максимальном уровне.
- 18. Мой руководитель вдохновляет сотрудников на достижение общих целей.
- 19. Мой руководитель поощряет сотрудников делиться новыми идеями.
- 20. Мой руководитель поддерживает развитие навыков сотрудников.

Харизматическое руководство

- 21. Мой руководитель вызывает энтузиазм у сотрудников.
- 22. Мой руководитель оказывает сильное влияние на команду.
- 23. Мой руководитель ясно и вдохновляюще доносит свое видение.
- 24. Мой руководитель действует инновационно и эффективно для достижения успеха.

Ориентация на людей (People-oriented leadership)

- 25. Мой руководитель заботится о потребностях и благополучии сотрудников.

- 26. Мой руководитель относится к сотрудникам с уважением.
- 27. Мой руководитель поддерживает сотрудников при возникновении трудностей на работе.
- 28. Мой руководитель поощряет позитивные отношения в коллективе.

Часть 4: Эффективность сотрудников

- 29. Я эффективно выполняю свои рабочие обязанности.
- 30. Я предоставляю услуги высокого качества клиентам.
- 31. Я выполняю свои рабочие задачи вовремя.
- 32. Я эффективно справляюсь с запросами и проблемами клиентов.
- 33. Я вношу положительный вклад в общую работу команды.

Дополнительный вопрос

- 34. Считаете ли вы, что стиль руководства влияет на эффективность сотрудников в гостиничной сфере?
а. Да б. Нет

Appendix D: “Validity Results”

Correlations

		Correlations				
		CL	TS	CS	HS	EP
CL	Pearson Correlation	1	.771**	.750**	.817**	.585**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	101	101	101	101	101
TS	Pearson Correlation	.771**	1	.917**	.873**	.457**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	101	101	101	101	101
CS	Pearson Correlation	.750**	.917**	1	.849**	.462**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	101	101	101	101	101
HS	Pearson Correlation	.817**	.873**	.849**	1	.429**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	101	101	101	101	101
EP	Pearson Correlation	.585**	.457**	.462**	.429**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	101	101	101	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix E: "Regression Analysis Results"

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	HS, CL, CS, TS ^b	.	Enter

a. Dependent Variable: EP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.363	.336	.56959

a. Predictors: (Constant), HS, CL, CS, TS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.732	4	4.433	13.664	<.001 ^b
	Residual	31.146	96	.324		
	Total	48.878	100			

a. Dependent Variable: EP

b. Predictors: (Constant), HS, CL, CS, TS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.975	.230		12.924	<.001		
	CL	.443	.096	.667	4.617	<.001	.318	3.148
	TS	.029	.134	.049	.213	.832	.125	8.001
	CS	.109	.126	.183	.864	.390	.148	6.754
	HS	-.180	.110	-.315	-1.639	.104	.180	5.555

a. Dependent Variable: EP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	CL	TS	CS	HS
1	1	4.899	1.000	.00	.00	.00	.00	.00
	2	.063	8.830	.70	.00	.01	.02	.02
	3	.020	15.773	.17	.51	.06	.16	.08
	4	.011	20.679	.13	.49	.01	.11	.83
	5	.007	26.421	.00	.00	.92	.71	.06

a. Dependent Variable: EP

Author’s Statement:

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