Cultural Differences in Communication and Leadership: A Comparison of Finland, Indonesia and USA

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Abstract: For expatriate employees to adapt to different cultures, it is important to understand cultural differences and how these differences affect leadership processes in different countries. Communication plays a significant role in the implementation of leadership in different cultures. The purpose of this paper was to investigate the effects of culture and interactions with various leadership and communication attributes. Our study was based on three countries: Finland, Indonesia and United States. The sample consisted of 162 respondents from the three countries. Transformational leadership and coaching were measured using a survey instrument with six dimensions. Communication was measured with six dimensions that included emotional intelligence, clear dialog, insecure, impatient, dominating and avoiding. SPSS Statistics 28.0 and Hayes PROCESS macro were used to test the moderating effect of communication style on the relationship between culture and transformational leadership. Results indicated several statistically significant results between countries in both communication and leadership styles. Our findings indicate that cultural factors impact leadership and communication.

Keywords: Culture; Communication; Transformational Leadership; Finland; Indonesia; USA

1. Introduction

Interactions with people of different cultures is common in the working place, neighborhoods, social settings and classrooms. Within organizations, such interactions are the norm of conducting business effectively. Many international organizational teams have diverse membership from different national cultures, often spanning different continents. On a broader level, intercultural communication permeates all aspects of human life, leading Hall (1977) to conclude that culture is communication and communication is culture. Communication activates culture as a continuous process (Dai, 2010). Once cultural habits, principles, values, and attitudes are formed, they are communicated to each member of the culture (Dai and Chen, 2015). The heart of the culture is language, religion, values, traditions, and customs (Porter & Nohria, 2018). In line with previous cultural studies, Triandis' definition of culture emphasizes that it is a set of human-made objective and subjective elements which has been become common pattern during the history via communication with the people

in the same areas (Triandis, 1994). When people from different cultures try to communicate, difficulties may arise due to idiosyncratic values, beliefs, communication styles, expectations, norms, and behaviors. These difficulties can be effectively managed by individuals with communication competence. Communication

competence is the ability to identify and choose among available communicative behaviors to successfully accomplish goals during an interaction within a certain context or situation (Dai, 2010). According to Kedrowicz (2016), interculturality consists of the interactions between cultures that are flowing and evolving, which provide connections, relationships, negotiations and growth among culturally different individuals. Interculturality penetrates cultural boundaries, increases cultural awareness, and facilitates the proper development of intercultural relations. Interculturality requires proper, insightful and competent communication (Dai 2010; 2015). Communication is complex and involves controlling, informing, persuading and relating to others. In leadership positions the higher you go the more the complexity and nuances of communicating. Followers increasingly pay more attention to verbal and nonverbal cues, especially in modern organizations that are characterized by constant communication. The leaders' work is communicating and the higher you go the more there is communication with in-groups and out-groups (Porter & Nohria, 2018). Leaders serve as key channels for communicating values and strategic changes and motivating followers within the organization. For example, Schnurr (2008) notes that, "Communication not only constitutes one of the crucial aspects of leadership performance, but leadership can productively be viewed as a communication process" (p. 1), and some say leadership equates to communication (De Vries, Bakker-Pieper, & Oostenveld, 2010).

This study focuses on the communication and transformational leadership and coaching leadership style in different cultures in order to explore cultural differences in organizational behavior. The knowhow is helpful for expatriates and especially in leadership and management positions to modify their leadership behavior in culturally effective. The research questions are as follows:

- Are there country differences in case of the transformational leadership and coaching leadership style?
- Are there mediating effects of the communication style, culture and leadership?

2. Background Theories

2.1 Transformational leadership and coaching leadership style

Transformational leaders have been found to be more effective communicators than other types of leaders (Berson & Avolio, 2004) and the theory of transformational leadership has been proven to be effective for over 40 years of research. The foundation of transformational leadership theory was laid out by Burns (1978), and over the years the topic has been advanced through thousands of studies (see meta-analyses by Crede et al., 2019; Dumrum et al., 2013; Harms and Crede, 2010). Recent studies have focused on impact of transformational leadership on organizational performance (Noruzy et al., 2013; Wang et al., 2011), leadership performance (Boer et al. 2016; Deinert et al. 2015), followers' satisfaction (Cummings et al. 2010; 1990), optimism and engagement (Tims et al., 2011), and performance (Bass and Riggio 2006; Ng 2016). Transformational leaders have huge positive impact on organizations in all these measurements.

Quite close to transformational leadership is coaching leadership style, and leaders can simultaneously use both transformational and coaching to complement each other. Coaching style means that leaders are not providing answers but helping followers to think independently, when asking the questions about the current situations. The term is usually connected to sports, but it is becoming popular in organizations as well.

2.2 Hofstede's cultural dimensions

The description of Hofstede's culture as "the collective programming of the mind that distinguishes the members of one group or category of people from another'' (Hofstede, 1994) implies that cultural norms are manifested in individuals' values, norms, cognitions, motivations, beliefs and behaviors.

2.2.1 Power Distance

Power Distance (PDI) expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. Societies exhibiting a large degree of PDI accept a hierarchical order, control and obedience to those with power. Everybody has a place that needs no further justification. Individuals from high power distance cultures accept power as part of society. Superiors consider their subordinates to be different from themselves and vice versa. People in those countries believe that power and authority are facts of life (Hofstede, 1994).

2.2.2 Individualism

Individualism (IDV) refers to societies that prefer a social framework in which individuals are expected to take care of themselves and their immediate families. On the other hand, collectivist societies take care of the larger extended family in exchange for loyalty. Collectivism here is not to be understood in a political sense. It does not refer to the power of the state over the individual but to the power of the group. For these societies, instead of "I", there is "we" group (our family, our school, our society, our ingroup), that is distinct from other people in society who belong to "they" groups, of which there are many. The ingroup offers protection and identity. In return lifelong loyalty is given to one's ingroup, and breaking that loyalty is one the worst things a person can do. In individualist societies everyone is expected to look after herself or himself and his or her immediate family. People from individualist countries place great importance on individuality and self- reliance. Evidently, also work should be organized in such a way that employee's self-interest and the employer's interest coincide (Hofstede, 1994).

2.2.3 Uncertainty avoidance

Uncertainty avoidance (UA) dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. High UA implies that the society exhibits strong beliefs and norms of behavior and is uncomfortable with new ideas and the unknown situations. Human societies have developed different ways to mitigate anxiety. For example, technology offers tools that help to avoid uncertainties caused by nature. Religion is a way for accepting the uncertainties, including perceived

supernatural forces that one cannot defend oneself against. Laws and rules try to prevent uncertainties in the behavior of other people [9]. In uncertainty avoiding countries there are many formal and informal laws, internal rules and regulations controlling the rights and duties and work processes. Sometimes the need for laws and rules lead to dysfunctional behaviors, for example the waiter cannot change the meal in the menu, because it cannot be changed in the ordering system. Countries with weaker UA have more relaxed attitude towards problems and issues can be solved without formal laws (Hofstede, 1994).

2.2.4 Masculinity

Masculinity (MAS) represents a preference for achievement, heroism, assertiveness, and material rewards for success. MAS has also been associated with traditional male values such as compensation, recognition and career advancement [10]. The masculinity (and femininity) index measures how society views assertiveness, competitiveness, and toughness versus modesty, tenderness, and compassion. The two terms are derived from what nations consider important in life: masculine attributes include financial success, recognition, advancement, and challenge. On the other hand, feminine attributes include cooperation, nurturing and employment security. MAS index values were computed separately for women and men for each country. The results show that in the most feminine or tender countries, both women and men expressed similar tender and nurturing values. In more masculine countries, both women and men became more masculine. However, men became more masculine than women on higher values of the dimension [9]. Masculine countries try to resolve conflicts by fighting, while feminine countries by compromise and negotiation. The masculine manager is assertive, decisive and aggressive, maybe macho. Manager makes the decision alone without involving group discussions in the process. In feminine cultures the manager is less visible, intuitive rather than decisive, and used to seeking consensus (Hofstede, 1994).

2.2.5 Long-Term Orientation

This dimension was not originally found in Hofstede's IBM results, but after being discovered by Michael Bond and his research group in 1987, it has joined in Hofstede's studies as well [9]. A difference in a country's orientation can affect business. A short-term orientation is concerned with the bottom line, control systems, respecting tradition, preserving face, and fulfilling social obligations. The East Asian respondents emphasized face-saving and tradition-respecting consciously. Excessive respect for tradition hinders innovation. Western countries scored relatively higher on short-term orientation because they are used to look for rapid economic growth as well as consume rather than save money (Hofstede, 1994).

2.2.6 Indulgence

The sixth and the last dimension is called indulgence versus restraint. It measures happiness and life satisfaction, aspects that correlated quite well together, although exceptions were found. The dimension was found by Misho Minkov after reanalyzing the results of the World Values Survey. Indulgence measures about subjective feeling of wellbeing (i.e., happiness), feeling of life control, and importance of leisure. Opposite is restraint which measures pessimism, cynicism, being careful about trusting people (Hofstede, 2010).

2.2.7 Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE Studies)

The GLOBE Studies were designed to address some of the weaknesses and criticisms of Hofstede's research. In the GLOBE studies, societies were clustered into ten different groups to provide a "convenient way of summarizing intercultural similarities as well as intercultural differences" Related to this study USA belongs to Anglo, Indonesia to Southern Asia, Finland to Nordic Europe and Russia to Eastern Europe groups (Gupta and Hanges, 2004). The Globe study has the following dimensions (House et al., 2004). *Performance orientation* measures encouraging and rewarding of members of accomplishments. *Uncertainty avoidance* describes how much members want to avoid uncertainty by relying on for example social norms, rituals. *Humane orientation* is the degree to which an organization or society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring, and kind to others. *Institutional collectivism* is the degree to which organizations encourage of collective distribution of material and behavior. *In-Group collectivism* is the degree to which individuals in organizations or societies engage and support team-oriented behaviors. *Assertiveness* is the degree to which an organization or society are assertive, confrontational, and aggressive in social relationships. *Gender egalitarianism is* the degree to which an organization or a society minimizes gender role differences while promoting gender equality. *Future orientation* is encouragement in future-oriented behaviors such as planning. *Power distance* describes thinking that members expect and agree that power should be concentrated at higher levels.

The researchers found that there was wide variation in the values and practices relevant to the nine core dimensions across the 10 cultural groupings. However, some universally endorsed leadership qualities appeared in the GLOBE study including being trustworthy, just, and honest; having foresight and planning; being positive, dynamic, encouraging, motivating, and building confidence; and being communicative, informed, a coordinator, and a team integrator (House et al., 2004). Cultural dimensions that are most likely to show affect communication are power distance (PD), UA, humane orientation (HO), and assertiveness (AS).

Recent studies have found interrelationships between national culture and communication (Leonardi and Rodriguez-Lluesma, 2013; Martin and Nakayama, 2013; Park et al., 212; Smith, 2011). A study by Woestenkuehler et al. (2015) indicated significant influences of PD, HO, UA, and AS on various communication variables. Our study advances the knowledge by identifying similarities and differences in communication style between four national cultures that are culturally, linguistically and spatially isolated from each other.

3. Relevant Countries and Cultural Differences

Finland has 5,5 million population. GDP per capita is 43 500 USD. Largest sector of the economy is service sector, followed by the manufacturing and refining. Finnish people are sometimes regarded as slow in interaction and more closed than Anglo-Saxon cultures. Finns are also regarded as certain, serious and reliable (Chhokar, Brodbeck and House, 2007). According to Hofstede's findings (see Fig. 1) Finland's national culture is characterized by high individualism, UA, and indulgence. There is low PD and MAS and moderate long-term orientation. GLOBE studies found that Finland had high values of performance orientation, future orientation and HO. The society reflected low AS and PD (GLOBE, 2020).

Indonesia's population is 268 million; it is the 4th largest country in the world after China, India and United States. GDP per capita is 4 450 USD. Indonesia has the largest economy in Southeast Asia and is considered one of the most important emerging market economies in the world (Statista, 2020). Indonesia is a collectivist country with a strong hierarchy in all relationships. This means that for example leaders have a paternalistic status, and they are expected to put group interest ahead of individual interest. Indonesian employees do not consider working for the organization, but they are working for the leader (Iranwanto, 2009). According to Hofstede's findings (Fig. 1), Indonesia had high PD and long-term orientation. It had moderately high MAS and UA. According to GLOBE studies, Indonesia reflected relatively high values of AS, future orientation, and collectivism. There was relatively low gender egalitarianism (GLOBE Project, 2020).

USA has a population of 330 million, and its GDP per capita is 65 100 USD. Largest sector of the economy is the service sector. Culturally contingent values in the US include the right to pursue liberty, personal wealth, and a longingness for something greater than individual narrow interests. This combination of values can also be detected in the characteristics of successful leaders that stress an entrepreneurial mindset, passion, ambition, and courage, as well as a sense of communal responsibility (Chokkar and Brodbeck, 2007). USA reflected high values of individualism, MAS and indulgence of Hofstede's values (Fig. 1). There was relatively low PD and long-term orientation. GLOBE studies indicated high performance orientation, HO and in-group collectivism. On the other hand, there was low PD (GLOBE Project, 2020).
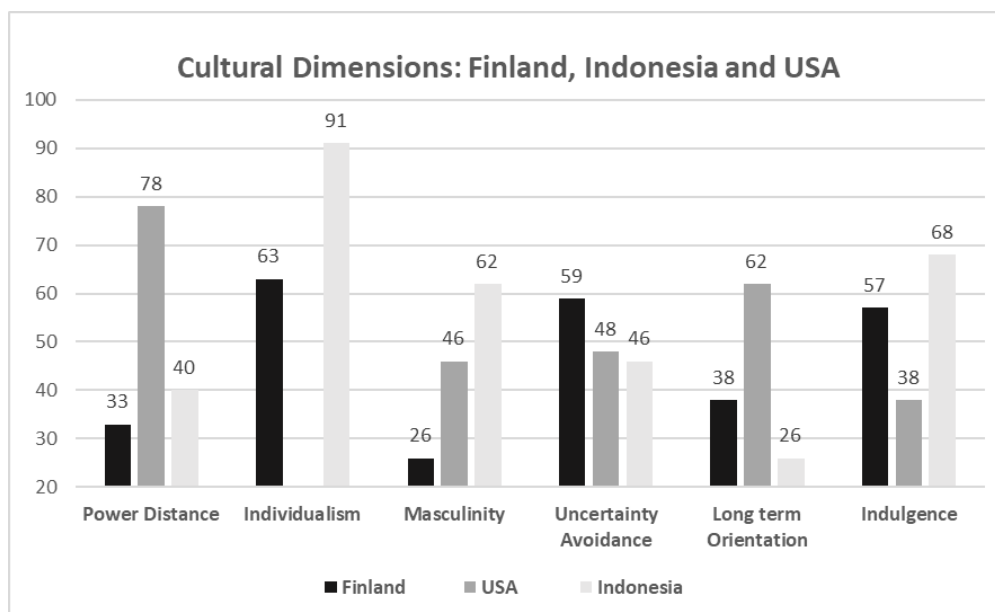
Figure 1: Hofstede's Cultural Dimensions: Finland, Indonesia and USA

Source: https://www.hofstede-insights.com/fi/product/compare-countries/

4. Methodology

4.1 Sample and Procedure
To test the proposed model, questionnaire survey method using structured questions was adopted. Two questionnaires were used to collect the data. The dataset consists of 162 valid cases. USA and Indonesia are represented by 61 respondents (38 percent) each. The remaining 40 respondents (25 percent) are from Finland. Most of the respondents (55 percent) were male. Biographic data were not included in the survey.

4.2 Measurement
Transformational leadership. Transformational leadership was measured with seven items; an example item being, *"I give a lot of appreciation and support to team members."* Responses were given on a 7-point scale ranging from "strongly disagree" (1) to "strongly agree" (7). The Cronbach's alpha was .890. *Coaching leadership.* A 7-item scale was used as a measure of coaching leadership. The respondents rated their leadership style on a 7-point scale ranging from "strongly disagree" (1) to "strongly agree" (7). *Communication style.* The communication style questionnaire with established scales had been previously used in leadership studies (Brandt Uusi-Kakkuri, 2016). It measures communication with 34 items with Likert scale of 1-7. Communication styles included were emotional intelligence, clear dialog, insecure, impatient, dominating and avoiding. Our measurement constructs showed high reliability, as the Cronbach's alphas for each scale exceeded the generally accepted level of 0.7.

Control Variables We used gender as control variable. For the statistical analysis gender was dummy-coded.

4.3 Analysis Strategy
The analysis of the data was conducted using SPSS Statistics 28.0. Hierarchical regression analysis was used to investigate the hypothesized model. Hayes (2013) PROCESS macro version 4.1 (model 4) was utilized to test the mediating effect of communication style on the relationship between nationality and 1) transformational leadership and 2) coaching leadership. We extracted 5.000 bootstrap samples to obtain the 95 percent bias-corrected confidence intervals (CI) and to examine the statistical significance of the proposed model.

5. Results

5.1 Descriptive Statistics
Table 1 shows the means, standard deviations, and correlations between the study variables. The relationship between communication style and transformational leadership was positive and statistically significant (*r* =.658) with regards emotional intelligence, but not the other dimensions. In addition, the relationships between

communication style and coaching leadership was positive and statistically significant (*r* =.677) with respect to emotional intelligence. Table 2 shows the mean values for transformational leadership and coaching by country. The comparison of mean values shows that the highest levels of transformational leadership are found among Finnish leaders and the lowest among Indonesian leaders. The USA is between the two countries.

5.2 Testing the model

Table 3 shows the results of the hierarchical regression analysis predicting transformational and coaching leadership. The results indicate that emotionally intelligent (Model 3: β =.829, p < 0.001) and dominant (Model 3: β =.169, p < 0.001) communication styles have positive relationships with coaching leadership. In addition, Finnish leaders exercise more coaching leadership than leaders in other countries (Model 3: β =-.170, p < 0.01). The results also depict that that emotionally intelligent communication style has a positive relationship with transformational leadership (Model 3: β =.744, p < 0.001) after controlling for gender. Nationality has no statistically significant relationship with transformational leadership.

The results of the mediation analysis are presented in Tables 4 and 5. The results depicted in Table 4 show that emotionally intelligent communication style mediates the relationship between nationality and coaching leadership when comparing Finland and USA (effect = -0.3071, boot SE = 0,1274, 95 percent bootstrap CI = [-0.5495, -0.0559]), and, Finland and Indonesia (effect = -0.9356, boot SE = 0,2009, 95 percent bootstrap CI = [-1.3565, -0.5651]). Similarly, dominant communication style mediates the relationship between nationality and coaching leadership when comparing Finland and USA (effect = 0.0997, boot SE = 0,0508, 95 percent bootstrap CI = [0.0182, 0.2132]), and Finland and Indonesia (effect = 0.1053, boot SE = 0,0531, 95 percent bootstrap CI = [0.0203, 0.2246]).

With regards to transformational leadership, findings shown in table 5 indicate that emotionally intelligent communication style mediates the relationship between nationality and transformational leadership when comparing Finland and USA (effect = -0.2468, boot SE = 0,1155, 95 percent bootstrap CI = [-0.4703, -0.0142]), and Finland and Indonesia (effect = -0.8089, boot SE = 0,1826, 95 percent bootstrap CI = [-1.1817, -0.4674]).

6. Conclusion

According to these results the culture impacts communication style and communication style is closely related to transformational leadership style. Culture has an impact on two communication styles, emotionally intelligent and dominant style. Both communication styles are correlated with coaching leadership style. Emotionally intelligent communication style is connected to transformational and coaching leadership style.

Finnish leaders use more coaching leadership style than Indonesia and USA. According to Hofstede's dimensions, Finnish people are far lower in power distance, masculinity and have higher uncertainty avoidance than Indonesian and US nationals. These qualities tend to enhance discussions and mutual agreements, and usually Finnish people dislike hierarchy and dominant leadership. Also coaching style is becoming very common style for leaders in Finland.

Our results indicate the relevance of specific communication styles with and cultures. Our results also reinforce widely acknowledged relevance of emotional intelligence in aspects of effective communication and leadership. The global society is characterized by significant cross- cultural communication, real time flow of information and global travel. These interactions have led cross-cultural   scholars to hypothesize cultural convergence on certain cultural attributes, and a less central role of culture on communication styles. Our findings indicate that communication style is a distinct and idiosyncratic cultural artifact that continues to represent our cultural identities. The results are somewhat surprising for younger generations whose lives have been shaped by globalization, homogeneous external environments, education and information. Thus, despite globalization, national culture continues to influence managerial behaviors.

Our results have managerial and practical implications for organizations. Despite the march towards globalization, national culture continues to have a significant effect on managerial artifacts. There is a need for leadership coaches such as mentors and supervisors to be aware of how they communicate to their proteges and also enhance their communication skills in order to be more effective. Our results provide a foundation for cross-cultural leadership development that is relevant to expatriates. Country-specific matrices for effective leadership-communication styles can be developed from these findings. Emotional intelligence continues to be relevant. Clearly, individuals with emotional intelligence are more effective as leaders across all cultures. The

question of whether emotional intelligence is culturally-contingent is interesting and deserves more attention in future studies.

Culture is a crucial factor for expatriates, the wrong kind of communication and leadership style can have negative outcomes for whole team. More studies are needed from this field to explore more cultural differences in communication and leadership. Subordinates' opinions of their foreign leaders would offer new insights in this field.

Table 1: Mean, standard deviation, and correlation for the scale variables

Variable	M	SD	Gender	USA	Indonesia	COM-EI	COM-CD	COM-INS	COM-IMP	COM-D	COM-A	TF
1. Gender [a]			–									
2. USA [b]			-.073	–								
3. Indonesia [c]			-.239**	-.604**	–							
4. COM-EI	5.01	1.15	.217**	-.005	-.325**	–						
5. COM-CD	4.04	1.29	-.191*	.094	.299**	.010.	–					
6. COM-INS	3.40	1.36	.055	.108	.094	-.053	.461**	–				
7. COM-IMP	3.17	1.23	-.019	-.060	.067	.070	.323**	.311**	–			
8. COM-D	3.10	1.30	-.163*	.071	.135	.036	.347**	.210**	.383**	–		
9. COM-A	3.62	1.73	.079	-.017	.009	.098	.348**	.356**	.245**	.232**	–	
10. TF	5.13	1.26	.235**	.015	-.200	.658**	.039	-.013	.080	.030	.018	–
11. CL	5.08	1.24	.128	-.179*	-.121	.677**	-.028	-.046	.029	.134	.038	.726**

COM-EI: emotionally intelligent; COM-CD: clear dialog; COM-INS: insecure; COM-IMP: impatient; COM-D: dominant; COM-A: avoiding; TF: transformational leadership; CL: coaching leadership.
*p < .05; **p < .01; ***p < .001. a (0=male, 1=female), b (0=other countries, 1=USA), c (0=other countries, 1=Indonesia).

Table 2: Mean values for transformational leadership and coaching by country

Country		Transformational leadership	Coaching leadership
Finland	Mean	5,6227	5,7393
	SD.	,75911	,55836
USA	Mean	5,2857	5,0562
	SD	,84676	,81327
Indonesia	Mean	4,6815	4,6862
	SD	1,62409	1,68059

Table 3: Results of hierarchical regression analyses predicting coaching and transformational leadership

Variable/ parameter	Coaching leadership			Transformational leadership		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Gender [a]	.189*	.083	-.030	.262***	.189*	.081
USA [b]		-.235*	-.170**		-.056	.007
Indonesia [c]		-.380***	-.065		-.285**	-.006
COM-EI			.829***			.744***
COM-CD			-.005			.070
COM-INS			.052			.010
COM-IMP			-.077			.029
COM-D			.169***			.023
COM-A			-.042			-.062
R^2	.036	.116	.743	.069	.128	.630
ΔR^2	.036	.080	.627	.069	.059	.502
F	5.827*	6.791***	48.098***	11.569***	7.569***	28.181***
ΔF	5.827*	7.050**	60.925***	11.569***	5.256**	33.696***

COM-EI: emotionally intelligent; COM-CD: clear dialog; COM-INS: insecure; COM-IMP: impatient; COM-D: dominant; COM-A: avoiding. *p < .05; **p < .01; ***p < .001. a (0=male, 1=female), b (0=other countries, 1=USA), c (0=other countries, 1=Indonesia).

Table 4: Results of the bootstrap for the indirect effects of nationality on coaching leadership via communication style

Indirect effect	Effect	Boot SE	Boot LL 95 percent CI	Boot UL 95 percent CI
FIN vs. USA => COM-EI => TF	-.3071	.1274	-.5495	-.0559
FIN vs. IND => COM-EI => TF	-.9356	.2009	-1.3565	-.5651
FIN vs. USA => COM-CD => TF	-.0051	.0811	-.1717	.1513
FIN vs. IND => COM-CD => CL	-.0060	.0961	-.1994	.1786
FIN vs. USA => COM-INS => CL	.0411	.0473	-.0368	.1534
FIN vs. IND => COM-INS => CL	.0394	.0467	-.0325	.1523
FIN vs. USA => COM-IMP => CL	.0071	.0232	-.0369	.0620
FIN vs. IND => COM-IMP => CL	-.0024	.0229	-.0495	.0494
FIN vs. USA => COM-D => CL	.0997	.0508	.0182	.2132
FIN vs. IND => COM-D => CL	.1053	.0531	.0203	.2246
FIN vs. USA => COM-A => CL	-.0021	.0184	-.0445	.0353
FIN vs. IND => COM-A => CL	-.0046	.0186	-.0487	.0308

CI: confidence interval; COM-EI: emotionally intelligent; COM-CD: clear dialog; COM-INS: insecure; COM-IMP: impatient; COM-D: dominant; COM-A: avoiding; LL: lower limit; UL: upper limit; CL: coaching leadership. Gender was controlled for.

Table 5: Results of the bootstrap for the indirect effects of nationality on transformational leadership via communication style

Indirect effect	Effect	Boot SE	Boot LL 95 percent CI	Boot UL 95 percent CI
FIN vs. USA => COM-EI => TF	-.2468	.1155	-.4703	-.0142
FIN vs. IND => COM-EI => TF	-.8089	.1826	-1.1817	-.4674
FIN vs. USA => COM-CD => TF	.0710	.0608	-.1154	.2729
FIN vs. IND => COM-CD => TF	.0846	.1139	-.1375	.3189
FIN vs. USA => COM-INS => TF	.0085	.0608	-.1025	.1436
FIN vs. IND => COM-INS => TF	.0082	.0586	-.0932	.1456
FIN vs. USA => COM-IMP => TF	-.0042	.0178	-.0493	.0269
FIN vs. IND => COM-IMP => TF	-.0008	.0164	-.0332	.0381
FIN vs. USA => COM-D => TF	.0128	.0370	-.0604	.0939
FIN vs. IND => COM-D => TF	.0135	.0395	.-.0591	.1058
FIN vs. USA => COM-A => TF	-.0026	.0250	-.0530	.0561
FIN vs. IND => COM-A => TF	-.0061	.0261	-.0613	.0533

CI: confidence interval; COM-EI: emotionally intelligent; COM-CD: clear dialog; COM-INS: insecure; COM-IMP: impatient; COM-D: dominant; COM-A: avoiding; LL: lower limit; UL: upper limit; TF: transformational leadership. Gender was controlled for.

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