Icelandic Managers in Fishing Companies

To what extent do Icelandic managers and middle managers in Iceland´s twenty largest fishing companies fit into predetermined cultural dimensions?

Hjörtur Smári Vestfjörð - Bifröst University - fall semester, 2011 - Instructor: Gunnar Óskarsson

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Abstract

In this research paper the focus is on culture and leadership amongst Icelandic managers in fishing companies. The main goal of the research was to compare the Icelandic leader in general with Icelandic leaders in fishing companies and find out if there was any difference between them in cultural orientation or leadership style. The researcher thought it might be useful and informative to investigate if cultural orientation and leadership styles vary amongst professions.

Quantitative research methodology was applied in this study. The researcher used primary sources whenever possible. He formed a questionnaire and then analyzed the results. Ninety-seven questionnaires were sent to managers and middle managers in twenty largest fishing companies in Iceland. Thirty-four responses were received with a response rate of 35.1%. Whenever the researcher did not find primary sources, comprehensive databases were used, such as the web of science and others. The researcher also used previous studies on culture from various authors to make this report.

The results of the analysis concluded that Icelandic managers in general and managers specifically in fishing companies have very similar cultural orientations and leadership styles. The questionnaire revealed that there is a high correlation between the managers' leadership styles, whereas majority of respondents preferred using delegating management method. The correlation was also visible when examining the cultural dimensions, the questionnaire revealed that the managers were very egalitarian, collective and had a low power distance, like the Icelandic manager in general. The main difference between the managers was that leaders in fishing companies are highly uncertainty avoidant, while Icelandic managers in general are not. This research indicates that managers in fishing companies do not differentiate their cultural orientation or leadership style from Icelandic managers in general. Therefore it can be concluded, that in this case, the managers' profession does not matter.

Icelandic managers in fishing companies and their cultural orientation

Preface

This research is a part of the researcher's studies of business administration in the business department at Bifröst University. The research is considered 14 ECTS units and was conducted in the fall of 2011.

The author wants to thank everyone whom aided him in any way and in turn made this study possible. The researcher gives special thanks to all managers that participated in the research.

For reading and providing useful tips I would like to thank Katrín Linda Óskarsdóttir and Jón Ingi Þrastarson. For technical assistance I would like to thank Sveinn Ævar Sveinsson.
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Garðabær, 13.December 2011

Hjörtur Smári Vestfjörð

Ágrip

Í þessari rannsókn er lögð áhersla á stjórnun og menningu meðal íslenskra stjórnenda í útgerðarfyrirtækjum. Helsta markmið rannsóknarinnar er að bera saman annars vegar íslenska stjórnendur almennt og hins vegar stjórnendur í útgerðarfyrirtækjum. Einnig er leitast við að athuga hvort einhver munur sé á menningarlegum gildum þeirra og stjórnunarstíl. Rannsakandinn taldi að það væri áhugavert og gagnlegt að vita hvort stjórnunarstíll og menningarleg gildi stjórnenda væri breytilegur eftir starfsgreinum.

Megindlegri rannsóknaraðferð var beitt við vinnslu þessarar rannsóknar og stuðst við frumheildir. Spurningakönnun var send út og niðurstöður síðan greindar. Spurningakönnunin var send til níutíu og sjö stjórnenda og millistjórnenda í tuttugu stærstu útgerðarfyrirtækjum á Íslandi. Könnuninni svöruðu þrjátíu og fjórir og svarhlutfall því 35,1%. Ef frumheildir fundust ekki, var stuðst við gagnabanka t.d. web of science og fleiri. Við gerð þessarar greinar nýtti rannsakandinn sér einnig áður unnar rannsóknir/kannanir á stjórnunarmenningu.

Niðurstöður rannsóknarinnar sýna að íslenskir stjórnendur hvort sem er í útgerðarfyrirtækjum eða ekki, hafa mjög svipuð menningarleg gildi og áþekkan stjórnunarstíl. Könnunin sem send var til stjórnenda sýndi að þeir notast í miklu mæli við sömu stjórnunaraðferð. Meirihluti þeirra styðst við felandi stjórnunarstíl (delegating). Einnig var sjáanleg fylgni þegar rannsakandinn greindi niðurstöður menningarvídda. Könnunin sem send var til stjórnenda leiddi í ljós að það er lítið valda-bil milli stjórnenda og undirmanna. Einnig eru stjórnendur mjög jafnréttissinnaðir og samvinnufúsir. Helsti munurinn lá í hversu mikið stjórnendur í útgerðarfyrirtækjum reiða sig á skipulag (uncertainty avoidance).

Það gefur til kynna að stjórnendur í útgerðarfyrirtækjum og stjórnendur annarra fyrirtækja eru mjög líkir hvað varðar menningu og stjórnunarstíl. Því ályktar rannsakandi í þessu tilfelli að starfsgreinin sem slík, skipti ekki máli þegar kemur að stjórnun.

Icelandic managers in fishing companies and their cultural orientation

Lykilorð: menning, menningarvíddir, stjórnendur, stjórnunarstíll, stjórnun, Ísland, útgerðarfyrirtæki, einkenni, felandi, menningar stefnumörkun

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Introduction

In this study, the researcher decided to cover the subject: *Icelandic managers in fishing companies "To what extent do Icelandic managers and middle managers in Iceland´s twenty largest fishing companies fit into predetermined cultural dimensions?"*

The main focus is on culture and cultural dimension but the researcher will also try to answer the following sub-questions.

- o What management method do Icelandic managers and middle managers in fishing companies prefer?
- o Are Icelandic managers and middle managers in fishing companies different from Icelandic manager´s in general, if so, how?

The researcher wanted to be able to make his research as relevant as possible. He defined his topic to managers and middle managers in twenty largest fishing companies in Iceland. The researcher chose these limitations because the researcher felt that fishing companies, which weren´t considered as one of the twenty largest, were two small i.e. too few employees and small operations. Furthermore it allowed him great accessibility to information on the sample population and easy access to email information for the questionnaire. The researcher wanted to obtain data from managers and middle managers that were faced with management decisions and constant interaction and communication with subordinates.

The profession i.e. fishing industry was chosen because the industry is one of Iceland´s oldest and most debated professions. Iceland receives a vast amount of foreign currency, exporting fish. The researcher found it crucial to chose a highly international industry e.g. fishing companies do a lot of business internationally. Therefore some managers in those companies face totally different cultural orientations and communication methods, then they are used to in Iceland.

Whit this study the researcher wanted to identify the manager´s cultural orientations and leadership preferences. He wanted to compare the manager´s with Icelandic managers in general and analyze the similarities and differences.

It is the researchers hope that this research will be useful and enlightening to everyone that reads it. Managers, whom want to expand their knowledge on Icelandic manager´s cultural preferences and leadership styles, might have the most use of this research. The researches benefits are:

- Better insight into managers in fishing companies cultural orientation and management methods

- Extensive comparison between Icelandic managers in general and the ones whom work in the fishing industry

- Managers in fishing companies can identify their position and then compare it to the researchers analysis and conclusion

The researcher chose to use quantitative research methodology in the form of a questionnaire. Firstly the researcher created a sampling plan with the help of Kotler and Kellers marketing research system. The researcher used a convenience sample method. All sample members received a dichotomous closed-ended questionnaire through email. The questionnaire was chosen because of it flexibility, large data sample availability and the convenience of simple worded questions. The researcher received thirty-four responses out of ninety-seven sent emails i.e. 35.1% answer rate. The researcher did though send reminders to respondents. Along with the primary data, the researcher also made use of secondary resources in the form of published articles and literatures, to support the survey results. Whenever the researched did not find primary sources, comprehensive databases were used, e.g. the web of science and more. The researcher used previous studies on culture and leadership from various authors when he wrote this report.

The researcher is very interested in culture and leadership. Specifically the impact of different cultural values on international managers, furthermore to find out if there is an answer to what attributes and competencies a manager must possess, to be able to

tackle cultural differences within organization. As well as what management style he should chose to manage people from different national cultures or sub-cultures.

The researcher feels that this research has given him great insights into cultural dimensions and management methods. He believes that this was the perfect first step towards further studies and research in culture and management related topics.

The research structure starts with a theoretical discussion on culture, cultural dimensions, leadership and management methods. Furthermore the researcher reviews previous researches on Icelandic managers and summarizes all these topics. Following the theoretical discussion, the researches methodology is defined and explained. The research sample population and measurement type is identified. As well as the implementation of the research and description on how the data was gathered. To conclude the methodology chapter is a comprehensive writing on the limits of the research. Succeeding the methodology chapter is the data analyzes, whereas the researcher analyzes primary and secondary data and draws conclusions, which he then compares, to previous researches. Then the conclusion is stated followed by discussion on the research and topics related to it, which the researcher found worthy to mention. The researcher bases his research on quantitative methods and receives his data from email questionnaire.

The research is no attended to be complete analysis on the subject, rather to offer insights into the manager´s cultural orientation and management style. The research is intended to be a good start point for further researches that go deeper into the subject. Furthermore the research might benefit manager´s whom want to match their management style to the cultural preferences within their organization. The researcher hopes that his conclusions will benefit managers and others whom are interested in the subject.

Literature

Culture

What is culture

"In general culture is a term used by social scientists to signify a set of parameters of collectives that differentiate the collectives from each other in meaningful ways. The specific criterion used to differentiate cultures usually depends on the preferences of the investigator and the issues under investigations" (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

Trompenaars tries to define the concept of culture. He claims that it is social interaction or meaningful communication. He notes that is a way of processing information among the people interacting.

Trompenaars states that culture can present itself on different levels, i.e. national culture which describes the culture of a country. Corporate culture is then the definition of the way which attitudes are expressed within a specific organization. Then lastly professional culture, which describes that people within certain occupations, will tend to have similar interests on some matters (Trompenaars & Hampden-Turner, 2011).

Trompenaars claims that every culture differentiates itself from others by the precise answers it selects to certain difficulties or dilemmas. Furthermore he identified seven fundamental dimensions of culture, which will be described later on (Trompenaars & Hampden-Turner, 2011).

Project GLOBE defines culture in the same way as Javidan and House did in 2001, i.e. *"shared motives, values, beliefs, identities, and interpretations or meanings of significant vents that result from common experiences of members of collectives and are transmitted across age generations"* (House & Javidan, Lesson from Project GLOBE, 2001).

Furthermore GLOBE created nine GLOBE dimensions of societal culture, these dimensions are defined later on (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.)

Hofstede´s definition of culture refers to the way people think, feel and act. Hofstede defines it as *"the collective programming of the mind distinguishing the members of one group or category of people from another"*. The category in question can represent nations, occupations, regions, ethnicities, religions, organizations or genders. Hofstede notes a simpler definition to be *"the unwritten rules of the social game"* (Hofstede, Culture, n.d.).

Cultural Dimensions

To be able to compare different cultures first we need to define culture and then decide on what cultural dimensions to study. Cultural dimensions are cultural attributes, quantified and referred to as cultural dimensions. These dimensions are characteristics of a country´s culture that distinguishes one society from another, these characteristics have important managerial implications (House & Javidan, Lesson from Project GLOBE, 2001). Following literature explains and defines cultural dimensions identified by the three researches mentioned before, it is then followed by a critique on each research and a summary where the researcher summarizes significant elements.

Trompenaars Seven Dimensions of Culture

Trompenaars and Turner set forth definitions of seven types of cultural dimensions. They published the definitions in their book: Riding the waves of culture (understanding cultural diversity in business). The book is written with support of on extensive database of over 30,000 survey results collected during the course of multiple studies involving questionnaires sent to thousands of managers in a total of 28 countries. The seven dimensions claimed by Trompenaar and Turner explains distinctions between national cultures. Five of the seven dimensions are related to ways in which members of the society relate to one another. The sixth dimensions

addressed how social members relate to their environment and the last dimensions addresses various aspects of time orientation. The authors also claim that their model explained cultural differences in multi-national organizations and would act as a tool for managers to avoid culturally based misunderstandings (Trompenaars & Hampden-Turner, 2011). Following are Trompenaars cultural dimensions and their definition.

1. Universalism/Particularism

The extreme condition of the universalistic is the obligation to standards/rules that are universally agreed upon by the culture in which they live. The other extreme, is the particularistic obligation to people we know. In other words, universalism is rule-based while particularism focuses on the unique nature of present circumstances.

The universalistic way is to use precisely defined agreements and contracts as the basis for conducting business and believe that agreements and contracts should not be changed. Rules or laws can be applied to everyone and should be used to determine what is right.

The particularistic way is more focused on the personal relationship scale and on friendship. Particulars try to look at each situation for what it is, to determine what is right or ethically acceptable. In a particularistic society deals are made based on friendship and can be adapted to satisfy new requirements in specific situations (Trompenaars & Hampden-Turner, 2011).

2. Individualism/Collectivism

Do people regard themselves primarily as individuals or as part of a group, that is the basic question for the second dimension. In individualistic societies the focus is on the term "I", individual fulfillment and welfare are the most important and members are expected to take care of themselves first before thinking about other members. While on the other hand we have the collectivism society, in which members place the group or community before the individual. People ideally achieve objectives in groups and assume joint responsibility.

In other words, is it more important to focus on individuals so that they can contribute to the community as and if they wish, or is it more important to consider

the community first since that is shared by many individuals (Trompenaars & Hampden-Turner, 2011).

3. Neutral/Affective

This dimension is about the acceptability of expressing emotion in our interactions or should our interactions be objective and detached. Neutral societies tend to have low physical contact and members do not reveal what one is thinking or feeling. Where the affective societies are expressive in their release of tensions, feelings and thoughts (Trompenaars & Hampden-Turner, 2011).

4. Specific/Diffuse

Differentiates societies in how their members engage other members in various aspects of their lives. More specifically it is how members of society keep their personal and working lives separate. In the specific society members clearly separate their personal and working lives and have a completely different relation of authority in each social group. Whereas in the diffuse society the distinction between personal lives and work are not as clear. As can the hierarchy of authority at work reflect into social areas outside of the work place (Trompenaars & Hampden-Turner, 2011).

5. Achievement/Ascription

In short this dimensions describes that if a society is achievement based, you are judged on what you have accomplished while members of ascription-based societies are given a status, by birth, gender or age. The basic question is: do we have to prove ourselves to receive status or is it given to us (Trompenaars & Hampden-Turner, 2011)?

6. Attitudes to time

This dimension explains how societies look at time. The attitude towards time differs between cultures, members of some cultures like to do one thing at a time while members of other cultures like to do several things at once. The former are called sequential societies while the latter are called synchronic societies. This dimension can be extremely important in a multinational workplace when handing out assignments (Trompenaars & Hampden-Turner, 2011).

7. Attitudes to the environment

This dimensions describes an important cultural difference in the attitude to the environment. The societies are divided into internal and external societies. In the internal society, members have a systematic view of nature and believe people can control it. While in the external society, members do not think that they can control nature and rather try to live with it and adapt to external circumstances. Therefore an important characteristic in the external society is that they are more comfortable with change and more willing to compromise whereas the internal societies are more uncomfortable with change (Trompenaars & Hampden-Turner, 2011).

GLOBES Nine Dimensions of Culture

GLOBE is both a research program and social entity. The social entity consists of 170 social scientists from 61 cultures all around the world. Scientists involved in the GLOBE project are examining the interrelationships between societal culture, organizational culture and organizational leadership. These series of cross-cultural leadership studies address many questions. One of the major questions addressed by GLOBE concerns the dimensions by which societal and organizational cultures can be measured. GLOBE identifies nine dimensions of cultures that they claim differentiate societies and organizations with respect to the dimensions in question. A second major question addressed by the GLOBE project is to research to what degree leader attributes and behaviors are universally validated as contributing to effective leadership. As well as the extent to which attributes and behaviors are linked to cultural characteristics. Combining all these research questions and more the main objective of the GLOBE project is *to develop an empirically based theory to describe, understand and predict the impact of cultural variables on leadership and organizational processes and the effectiveness of these processes* (Javidan & Dastmalchian, 2009).

GLOBE´s cultural dimensions derive partly fro Hofstede´s cultural dimensions with minor alteration as well as some additional dimensions. Project GLOBE believes that their nine cultural dimensions reflect important characteristics of the human condition (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.). The GLOBE project´s data

represents overviews of over 17.000 managers from 62 countries (Javidan & Dastmalchian, 2009). Following are project GLOBE´s cultural dimension and their definition.

1. Performance Orientation

Signifies the degree of organizational or societal encouragement provided to group members for performance improvement and excellence. Highly performance orientated organizations tend to emphasize training and development while organizations which score low in this dimension focus on family connections and background (Javidan & Dastmalchian, 2009).

2.Assertiveness Orientation

This cultural dimension describes to what extent individuals in organizations are assertive and confrontational in social relationships (Javidan & Dastmalchian, 2009).

3.Future Orientation

Refers to the level of individual orientated behavior in organizations, such as planning, investing in the future and delaying gratification. Highly future orientated societies tend to have a longer time horizon for decision-making and more systematic planning processes while in the less future orientated societies there tends to be more opportunistic behavior and less systematic planning (Javidan & Dastmalchian, 2009).

4.Humane Orientation

This dimension describes to what extent organizations encourage and reward individuals for being fair. In high humane orientated countries people value belongingness and caring for the well being of others. Whereas in low humane orientated countries people are more independent and more emphasis is placed on power and material possession (Javidan & Dastmalchian, 2009).

5.Collectivism I: Institutional Collectivism

Highly collective organizations encourage shared distribution of resources and action, they stress group work and co-operations. Low collective organizations on the other hand tend to promote self-interest and reward individual performance (Javidan & Dastmalchian, 2009).

6.Collectivism II: In Group Collectivism

Refers to the extent to which individuals express loyalty in their organizations or families. Countries that score highly in group-collectivism are societies where being a member of a family and belong to a group of friends is very important to people. In contrast countries that score low do not expect any type of special treatment or ignoring rules when it comes to friends and family (Javidan & Dastmalchian, 2009).

7.Gender Egalitarianism

Reflects on the degree which an organizations minimizes gender role discrimination. Countries scoring high in this dimension value women's status as higher and their involvement in decision-making stronger than compared to more male dominated societies. Countries scoring low are countries where men have higher status and women have relatively fewer positions of authority (Javidan & Dastmalchian, 2009).

8.Power Distance

Describes the degree to which members of an organization presume that power will be distributed. Countries scoring high in this dimension expect obedience towards superiors whereas countries scoring low expect less differentiation between those in power and those without (Javidan & Dastmalchian, 2009).

9.Uncertainty Avoidance

Refers to the level of which members of an organization attempt to avoid uncertainty by reliance on social norms to lessen the unpredictability of future events. Countries scoring high in this dimension value consistency and structured lifestyles while countries on the other end of the dimension are less concerned about following rules and have higher tolerance for uncertainty (Javidan & Dastmalchian, 2009).

Hofstede Five Dimensions of Culture

Geert Hofstede conducted a study of how values in the workplace are influenced by culture. He analyzed data based of employee values scores collected by IBM between 1967 and 1973 covering more than 70 countries. From the results of his study Hofstede developed a model that identified four primary dimensions to assist in differentiating cultures (Hofstede & Bond, Hofstede´s Culture Dimensions An

Independent Validation Using Rokeach´s Value Survey, 1984). Later he conducted an additional study that resulted in the addition of a fifth dimension (Hofstede, Dimensions of national Cultures, n.d.). Following are Hofstede´s cultural dimensions and their definition.

Power Distance Index (PDI)

Refers to the degree that less powerful members of organizations and institutions accept that power is distributed unequally. The gap between superiors and subordinates is unclear in countries scoring low in this dimension, while countries scoring high have a clear gap between subordinates and superiors (Hofstede & Bond, Hofstede´s Culture Dimensions An Independent Validation Using Rokeach´s Value Survey, 1984).

Individualism (IDV)

In an individualist society everyone is expected to take care of themselves and their closest family. The opposite, collectivism, members of societies people are from birth integrated into strong groups often including uncles, aunts and grandparents that continue protecting them in exchange for unquestioning loyalty (Hofstede & Bond, Hofstede´s Culture Dimensions An Independent Validation Using Rokeach´s Value Survey, 1984).

Masculinity (MAS)

Refers to the distribution of roles between the genders, it´s opposite is femininity. Hofstede´s research states that women´s values differ less among societies than men´s values do. Women in feminine countries have the same modest, caring values as the men while in the masculine countries they are more competitive, but not as much as the men (Hofstede & Bond, Hofstede´s Culture Dimensions An Independent Validation Using Rokeach´s Value Survey, 1984).

Uncertainty Avoidance Index (UAI)

Focuses on a society´s tolerance for uncertainty, it indicates to what extent members of a certain culture feel either uncomfortable or comfortable in unstructured situations. Cultures with low tolerance for uncertainty try to minimize the possibility

of such situations by strict laws and rules whereas members in uncertainty accepting societies are more tolerant of opinions different from what they are used to. They tend to have fewer rules and restrictions (Hofstede & Bond, Hofstede´s Culture Dimensions An Independent Validation Using Rokeach´s Value Survey, 1984).

Long-Term Orientation (LTO)

It deals with values associated with long-term orientation like perseverance and values associated with short-term orientation like tradition (Hofstede, Dimensions of national Cultures, n.d.).

Critique

Trompenaars and Hofstede

Nina Jacobs criticizes Trompenaars and Hofstede for creating their own typologies and claiming that those typologies and their dimensions are a measure of culture. She notes that they isolate complex variables like culture and leadership into only two alternatives. Trompenaars also receives criticism for implementing a notion developed by Fiedler to compare countries, Jacobs states that Fiedler developed his notion of task-oriented versus leadership-oriented styles for a single country. Jacobs also claims that Fiedler´s dimensions identified that both leadership styles existed in a single country. Jacobs therefore claims that Trompenaars is greatly generalizing, when he adopts these dimensions to countries. Jacobs finds Hofstede´s fifth dimension of long-term versus short-term orientation to be unclear and inconsistent. Jacobs claims that because Trompenaars and Hofstede´s researches contradict one another, in terms of Pakistan and its time-orientation, it tells us that national cultures are too complicated to be clarified in their dimensions.

Jacobs also points out that organizations can be comprised of sub-cultures. Furthermore because multiculturalism can exist within an organization, it needs a corporate culture that reflects such diversity (Jacob, 2005).

GLOBE

Project GLOBE has been criticized for the methodology it uses, Georg Graen claims that it distorts the results of national norms about leadership and culture, because it

ignores variations within countries. Graen states that project GLOBE ignores important differences that are not visible in the averages. He criticizes GLOBE for inadequate data samples, in countries like China. He claims that GLOBE´s questionnaire asks for national stereotypes. Graen notes that GLOBE does not account any differences between educational, social or economic classes. Finally Graen critiques GLOBEs definition of leadership, he claims that GLOBE´s six leadership categories impact the survey answers by screening out alternative styles (Graen, 2006).

Nina Jacobs criticizes project GLOBE for its standardized view of individuals residing in the same country. She says that there are separate categories of people and sub-cultures within an organization, which an individual can be exposed to (Jacob, 2005).

Summary of Culture and Cultural Dimensions

As mentioned before there is no consensually agreed upon definition among social scientists for the term culture (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

	Focus	**Similarities**	**Criticism**
Trompenaars	Social interaction and communication	Recognition of cultural dimensions to represent distinctions between cultures	Over simplifying culture and leadership, creating own typologies and not taking into account sub-cultures
Hofstede	How people think, feel, act and group categorization		
GLOBE	Shared values of group members		Incomplete questionnaires, generalization and poor methodology

Table 1 - Summary of Culture and Cultural Dimensions

Hofstede´s research on culture is the oldest of the three mentioned in this paper, his focus is on the way people think, feel and act, as well as categorizing the groups. He emphasizes that culture are a collective phenomena that distinguishes members of one group from another (Hofstede & Bond, Hofstede´s Culture Dimensions An Independent Validation Using Rokeach´s Value Survey, 1984). Project GLOBE like Hofstede stresses that culture are shared values of group members, but they do not focus on categorizing (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.). Trompenaars on the other hand focuses more on social interaction and communication. He does not emphasize how people think or feel in his cultural definition; rather he stresses how people interact with each other. Like Hofstede, Trompenaars categorizes culture into various levels, levels like organizational culture, national culture and so on (Trompenaars & Hampden-Turner, 2011). The researcher summarized these facts and they can be seen clearly in table 1.

All three authors created cultural dimensions, which they claim will represent distinctions between cultures. The author's cultural categories have different number

of dimensions and in some case a slightly different way of signifying a common dimension.

All three researches have been criticized for over simplifying complex phenomena like culture and leadership. Hofstede and Trompenaars were especially criticized for creating their own typologies and state that the dimensions within those typologies were a measure of culture. Nina Jacobs criticized all three researches for not taking into account the fact that within a nation or an organization there can be numerous categories of sub-cultures. Jacobs also criticizes Hofstedes´ fifth dimension, she finds it to be inconsistent and unclear (Jacob, 2005). Project GLOBE has been criticized for its incomplete questionnaires, whereas it asks for stereotypes and screens out alternative styles. George Graen also criticizes GLOBE for its methodology and it's over generalization (Graen, 2006). This is a similar critique as given by Nina Jacobs.

Leadership

What is Leadership

Smith and Bond state that the definition of leadership, should match the purpose of the research at any given time (Smith & Bond, 1993). Tempting to define a leader in general Simonton describes leader as a *"group member whose influence on group attitudes, performance, or decision making greatly exceeds that of the average member of the group"* (Simonton, 1994). Sayles claims that a leader is a member of the staff that has a specific interest in the organizations´ mechanism, effective methods and efficiency (Sayles, 1989).

The GLOBE´s project definition of organizational leadership, states that: "*Organizational leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members"* (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

Managerial Roles and Requirements

It is a hard task, if not impossible to state which are the competencies a manager must posses and which are not. Still managerial competencies can be generalized to some extent and categorized according to Dierdorff and Rubin (Dierdorff & Rubin, 2009).

Dierdorff and Rubin also claim that various difficulties, limitations and chances affect the managerial role, and that it demands attention of appropriate influences to be able to understand them completely. Their conclusion was that definite forms of experience have meaningful and foreseeable effects on managerial role requirements (Dierdorff & Rubin, 2009).

Henry Mintzberg set forth his theories about the managers' role in the 1980´s, he claims that the role of a manager can be divided into three groups: Interpersonal roles, informational roles and decisional roles (London Management Centre, n.d.).

Leadership Attributes and Competencies

Mintzberg and Gosling stated that managers must have the following five characteristics to be able to be considered good managers: managing self, managing organizations, managing context, managing relationships and managing change (Mintzberg & Gosling, 2003).

Hersey and Blanchards model states that managers must adapt their management method to each situation they face. They set forth, four management methods i.e. directive, supportive, coaching and delegating.

Directive method of management is the degree to which a leader participates in one-way communication. The leader clearly explains to his employees what, where, when and how to do a certain task and then thoroughly supervises their performance.

Supportive method of management focuses on the extent that a leader participates in two-way communication, listens, provides support and encouragement. As well as how he facilitates interaction and involves the staff member in decision-making.

Coaching method of management is a combination of high directive and high supportive behavior. With this method the leader provides a lot of direction, but also

tries to listen to the employee and take into account their feelings about decisions, as well as any ideas or suggestions they might have.

Delegating method of management is then a combination of low supportive and low directive behavior. The leader gives his employees increased independence, because he feels that they have the competence and confidence to accomplish the task on their own.

Hersey and Blanchard state that they key to being a situational leader is to know when to use each style (Hersey, Blanchard, & Johnson, 1996).

Louis W. Fry writes about charismatic leadership, he claims it is a form of leadership, where the leader has a specific charismatic effect on his followers. Six characteristics are associated with charismatic leaders, those characteristics are:

1. Having a strong desire to influence others.
2. Act as an example for the values and principles that followers want their leader to possess.
3. Expressing philosophical goals with ethical overtones.
4. Show confidence in subordinates and their capabilities to meet set expectations, which will in turn increase their self-efficiency and performance.
5. Creating a task-relevant motivation atmosphere, where subordinates needs for power, attachment or appreciation are met.
6. Create a linkage between the identities of subordinates and the collective identity of the organization.

Fry claims that charismatic leadership is effective because it produces similarity between subordinates values and the organization´s values and culture (Fry, 2003).

Project GLOBE´s comprehensive research on leader attributes concluded that, there is attributes that are universally thought of as positive, universally negative and then there were attributes that were found in both categories. The attributes that they found to be universally positive for a leader to possess were: *Trustworthy, just, honest, foresight, plans ahead, encouraging, positive, dynamic, motive arouser, confidence*

builder, motivational, dependable, intelligent, decisive, effective bargainer, win-win problem, solver, administratively skilled, communicative, informed, coordinator, team builder and excellence oriented.

On the other hand the universal negative leader attributes were: *Loner, asocial, non-cooperative, irritable, non-explicit, egocentric, ruthless and dictatorial.*

Lastly there are the universally contingent leader attributes. This was the biggest category, all the following items were identified as universally contingent: *Able to anticipate, ambitious, autonomous, cautious, class conscious, compassionate, cunning, domineering, elitist, enthusiastic, evasive, formal, habitual, independent, indirect, individualistic, intra-group competitor, intra-group conflict avoider, intuitive, logical, micro-manager, orderly, procedural, provocateur, risk taker, ruler, self-effacing self-sacrificial, sensitive, sincere, status-conscious, subdued, unique, willful and worldly* (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

Summary of Leadership Competencies and Attributes

Smith and Bond argue that it is not suitable to define leadership in general, they state that it is best to classify leadership parallel to the research that is being conducted (Smith & Bond, 1993). Simonton on the other hand defines a leader, he emphasizes that a leader is someone who influences other people more than normal (Simonton, 1994). Sayles stresses that the leader is someone with special interest in the organization´s efficiency (Sayles, 1989). The GLOBE´s project definition is similar to Simonton's, in short they highlight influence and motivation, but they do as well mention the effectiveness and success of the organization like Sayles (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

Leadership	Definition	Roles	Attributes
GLOBE	Influence, motivation, effectiveness and success of the organization	-	Universally negative, positive and contingent
Hersey & Blanchard	-	Situational leadership	Directive, supportive, coaching and delegating
Louis W. Fry	-	Charismatic effect	Influence, be an example, create collective identity and goals, trust subordinates, and motivate
Mintzberg & Gosling	-	Interpersonal, informational and decisional roles	Managing self, managing organizations, managing context, managing relationship and managing change
Dierdorff & Rubin	-	Conceptual requirements,	Knowledge, skills,

		interpersonal requirements and technical and administrative requirements	influence, interact and accounting
Smith & Bond	Depends on the purpose of the research at hand	-	-
Simonton	High influence on group performance, decision making and attitudes	-	-
Sayles	Specific interest in organizations´ mechanism and efficiency	-	-

Table 2 - Summary of Leadership Competencies and Attributes

Table 2 presents the definitions, roles and attributes of each author clearly.

Henry Mintzberg divides the manager´s role into three groups: interpersonal, informational and decisional roles (London Management Centre, n.d.). Mintzberg also states that a manager must possess five characteristics: managing self, managing organizations, managing context, managing relationships and managing change, to be able to be considered a good manager (Mintzberg & Gosling, 2003). Hersey and Blanchard on the other hand claim that a leader must adapt his management method to each situation he faces. They describe four methods of management that they claim a situational leader has to choose between when facing a certain situation. The methods are: directive, supportive, coaching and delegating (Hersey, Blanchard, & Johnson, 1996).

GLOBE´s research identified numerous leadership attributes that they claim, are universally positive or universally negative. They also found several attributes that

fit into both categories (House, Hanges, & Javidan, Cultural Influences on Leadership and Organizations: Project GLOBE, n.d.).

Louis Fry describes charismatic leadership and its six characteristics. He states that charismatic leadership is when a leader has specific charismatic effect on his subordinates (Fry, 2003).

Icelandic Managers

Prior Researches

Authors Ingi Rúnar Eðvarðsson and Guðmundur Kristján Óskarsson did a comprehensive research on Icelandic managers in the year 2007; they made a survey with 46.1% answer rate. 222 companies in Iceland responded to the survey. About half or 53.5% of the companies were located in the capital area, 22.3% were located in, and around Akureyri, while the rest was scattered around the country. They wanted to identify Icelandic management practices and characteristics, as well as to see if there had been any change from the year 2004, when a similar survey was conducted.

In their research they followed Hersey and Blanchard's model about situational leadership. What their research concluded was that 37% of managers used delegating management style, 28.2% used supportive management style. 24% of respondents used a mixture of different management methods and lower then 3% used directive management style. They observed some changes between the survey made in 2004 and the one conducted in 2007. The main changes were that fewer managers used mixed management styles. Furthermore fewer managers used supportive management style. They did not notice any difference in managers' choice of management style depending profession. What seemed to be a factor in a manager's choice of management style was his education. Managers whom have finished grad school mainly used delegating and mixed management styles. Industrial and high school educated managers primarily used delegating and supportive management styles, while managers with university degrees generally used supportive, mixed and delegating management styles almost equally. They authors claim that the difference

is significant. Their research also concluded that female managers predominantly use supportive management style while male managers mainly use delegating management. When comparing genders the authors found a noticeable difference. They also found that the size of an organization did not matter, when in regard to what management styles managers' selected.

Ingi Rúnar Eðvarsson and Guðmundur Kristján Óskarsson also wanted to find out, how many managers of their sample were so called charismatic leaders, further details about charismatic leaders can be found in the leadership chapter. What the authors found was that only sixty managers fulfilled the criterion of a charismatic leader, there was no gender difference in that part of the survey. There was a noticeable difference in those sixty managers education but it did not affect the organizations revenue.

Ingi Rúnar Eðvarsson and Guðmundur Kristján Óskarsson also wanted to research teamwork within Icelandic organizations. They found out that managers in 145 organizations or about 67.1% claimed that teamwork and co-operation was used within their organization, which is a 4.4% decrease from the 2004 survey. The result showed that organizations in the greater capitol area used teamwork more than organizations in the countryside (Ingi Rúnar Eðvarðsson, 2009).

Hrafnhildur Mary Eyjólfsdóttir and Peter B. Smith did a research on the Icelandic business and management culture. They examined the Icelandic form of business and management, relative to Iceland´s culture. What they found was that Icelanders are very egalitarian and value equality over individual freedom. There is a very low power distance and income is rather equally distributed. Therefore there is no constant power struggle in Icelandic organizations and the differences between superiors and subordinates are not clearly marked. They found that individualism is moderately strong in Iceland and that it might be steadily growing stronger. They claim that Iceland, like other Scandinavian countries is highly feminine orientated and that Icelanders identify with the feminine concern for quality of life. They state that Icelanders should be more used to uncertainty than most other nations, because of unfavorable natural scenarios. They say that with ever changing weather, it is hard to

avoid uncertainty. Icelandic managers rely little on formal rules when it comes to decision-making and tend to lack self-discipline. Punctuality and detailed work is not one of their assets and they tend to be excessively optimistic to the extent of appearing careless. They are flexible and innovative, but tend to be reluctant to create formal organizational structures. Furthermore they label the Icelander to be a so-called "action-poet" i.e. they have strong intuitive or artistic preferences but at the same time are fearless, stubborn individuals of action and enterprise. Lastly they found Icelanders to have what they call a "fisherman mentality", they further describe it to be, dependence on luck, lack of punctuality or much organization and reluctance to adopt new or different management techniques. They state that because Icelanders have relatively short experience in business they have not developed any distinctive approach to organizational structures.

Eyjólfsdóttir and Smith used two separate questionnaires to identify distinctive patterns of Icelandic management. The results were compared with those from other countries, where compatible questionnaires had been used. The first questionnaire identified Icelanders to have the fourth-lowest score on role conflict, while their scores for role ambiguity and role overload were moderate. Majority of respondents defined the hierarchy in their organization as horizontal, but 30% said it was rather vertical, with many hierarchical levels. The second questionnaire identified similarities between Icelandic managers and managers from other north European nations. All respondents reported very high dependence on their own experience and training. Icelandic managers did differentiate themselves from other European samples with their strong reliance on colleagues. The questionnaire revealed that Icelandic managers scored second highest on organizational commitment and job satisfaction among the countries in question.

Lastly the questionnaire showed that Icelandic managers consult their superiors more than those in other low-power-distant countries. Furthermore 92% of respondents favored jobs that encourage personal initiative over jobs where everyone works together. That figure corresponds with nations thought to be the most individualistic in the world, such as the USA (Eyjólfsdóttir & Smith, 1997).

María Lóa Friðjónsdóttir did a comprehensive research on Icelandic managers. She claims that the Icelandic manager has extensive experience in management related to international business. She finds that Icelandic managers do not pay enough attention to cultural differences; she thinks it might be do to lack of preparation. She claims that Icelandic managers working in international business are daring and willing to take on big challenges. According to Friðjónsdóttir Icelandic managers find it easy to connect personally with costumers and fellow staff members, hence they are found to be trustworthy and clever (Friðjónsdóttir).

Ásta Dís Óladóttir wrote a paper on Icelandic managers in Nordic comparison. In her paper she put forth, "does and don´ts", on dealing with Icelanders in business, as well as identifying their culture and values according to the leaders themselves and then according to outsiders. She found that when dealing with Icelanders in business, the focus should be on quality, design, usefulness, technical information, simplicity and complete trust in the product/service. The don'ts are long meetings, unclear information, impersonal business, too much organization, too much chatter and formality. According to Óladóttir Icelandic managers claim that their culture and values are informality, high workload, decision-making, productivity, "reddaragen"(it´s going to work itself out) and no hierarchy. Outsiders on the other hand, found the Icelandic managers culture and values to be simplicity, effectiveness, well educated, power distributed, risk seeking and imaginative.

Óladóttir writes that Icelandic management styles are under influence from low power distance, high uncertainty avoidance and low masculinity. She claims that what distinguishes Icelandic management styles are entrepreneurship, no hierarchy, informal communication, risk seeking, effectiveness and originality (Ásta Dís Óladóttir, 2008).

Summary of the Icelandic Manager

Ingi Rúnar Eðvarðsson and Guðmundur Kristján Óskarsson concluded that majority of Icelandic managers prefer delegating management style. Followed by the ones who choose supportive management style, while manager´s whom decided to use a mixture of different styles came in third. Eðvarðsson and Óskarsson compared their

results to an earlier research that they conducted. The main changes were that fewer managers claimed that they used mixed or supportive management styles. They also noticed that the size of the organization and the manager´s profession did not matter, concerning their choice of management style. It was the manager´s education, which was the decisive factor. They noticed a difference between genders, whereas female managers mainly use supportive management style and male managers primarily use delegating management style. This can be clearly observed below in Table 3. Eðvarðsson and Óskarsson research concluded that sixty Icelandic managers fulfilled the criterion of a charismatic leader. As well as 67.1% of respondents claimed to be teamwork orientated, a 4.4% decrease from the research conducted three years earlier (Ingi Rúnar Eðvarðsson, 2009).

Icelandic Managers	Management Style	Characteristics
Male	Delegating management style	Egalitarian, low power-distance, feminine-orientated, informal communication, risk seeking and flexible
Female	Supportive management style	

Table 3 - Summary of the Icelandic Manager

Hrafnhildur Mary Eyjólfsdóttir and Peter B. Smith concluded from their research that Icelandic managers are very egalitarian and value equality over individual freedom. They state that there is a very low power distance within Icelandic organizations and no constant power struggle. Likewise that Iceland is highly feminine orientated like other Scandinavian countries. Furthermore there is low dependence on formality, lack of self-discipline, punctuality and detailed work. They claim that individualism might be growing steadily stronger in Iceland. They call the Icelandic manager flexible, innovative and over optimistic. The authors title Icelandic managers as action-poets with a fisherman mentality. Eyjólfsdóttir and Smith state that Icelanders should be more used to uncertainty than other nations because of their environment and weather condition. They conclude as well that because of relatively short experience in business there is no distinct approach to organizational structure in Iceland.

They claim that Icelandic managers have high organizational commitment and job satisfaction. Furthermore they found low role conflict, while role ambiguity and role overload were moderate. They found Icelanders to favor personal initiative over collaborations in their work. They claim that Icelandic managers differentiate themselves from other European equals, in their strong reliance on colleagues (Eyjólfsdóttir & Smith, 1997).

María Lóa Friðjónsdóttir claims that Icelandic managers have extensive experience in business, but do not focus enough on cultural differences. She claims that Icelandic managers are daring but trustworthy (Friðjónsdóttir).

Ásta Dís Óladóttir claims that Icelandic management styles are influenced by low power distance, high uncertainty avoidance and low masculinity. She concludes that entrepreneurships, lack of hierarchy, informal communication and risk seeking mentality differentiate Icelandic management styles from Scandinavian practices (Ásta Dís Óladóttir, 2008).

Methodology

The goal of the research is to analyze and categorize Icelandic managers and middle managers in twenty largest fishing companies in Iceland. Special attention will be given to how they fit into criteria's and dimensions identified by previous researches on culture and leadership, such as GLOBE, Hofstede and Trompenaars. The research will also ask if Icelandic managers and middle managers in fishing companies are different from Icelandic managers in general, and if so, in what way. The answer to the following research question and sub-questions will be pursued.

- To what extent do Icelandic managers and middle managers in Iceland´s twenty largest fishing companies fit into predetermined cultural dimensions?
    - What management method do Icelandic managers and middle managers in fishing companies prefer?
    - Are Icelandic managers and middle managers in fishing companies different from Icelandic manager´s in general, if so, how?

Choice of Research Method

In the following chapters the methodology of the research will be explained. A quantitative research method was chosen. It provides a large sample size and data that does not rely as highly on interpretation like qualitative methods do (Kotler & Keller, 2006).

Questionnaire

A questionnaire is comprised of questions, which are then distributed to respondents in search of reply. It is very flexible and the most common tool for collecting primary data. Before you can distribute a questionnaire it has to be carefully developed, tested and debugged. The form, wording and questions are wisely chosen so that they do not influence the respondents in any way. Questionnaires can contain closed-ended and open-ended questions. To obtain results that are easy to interpret and tabulate, closed-ended questions are preferable. On the other hand open-ended questions are superior when a better insight into peoples minds is needed. Closed-ended questions are very useful for determining how many people think a particular way, since it identifies all possible answers, while open-ended questions are a better measurement on people's opinions (Kotler & Keller, 2006).

Along with the primary data, the researcher also made use of secondary resources, in the form of published articles and literatures to support the survey results.

Research Implementation and Respondents

The researcher created a sampling plan as defined by Kotler and Keller (Kotler & Keller, 2006). Firstly the researcher defined the target population, the target population for this research are managers and middle managers in twenty largest fishing companies in Iceland (SAX, n.d.), both male and female at any age. Secondly a sample size is needed, to obtain reliable results it is not necessary to sample the entire target population (Kotler & Keller, 2006). The researcher wanted the results to be reliable and therefore have the sample size as large as possible, with the proper sampling procedures of course. Lastly the sampling procedures had to be outlined, to determine what respondents should be chosen. Since the researcher wanted to obtain

his sample as quickly as possible he decided to use a convenience sample where the researcher selects the most accessible population members (Kotler & Keller, 2006).

For a contact method the researcher chose to use mail questionnaire. When he implemented the research plan he obtained 97 emails (SAX, n.d.), which represented a large majority of the target population. Mail questionnaires were chosen because they require simple worded questions, which suited this research (Kotler & Keller, 2006). The respondents were then sent a dichotomous questionnaire through email.

Research Measurement Type

The researcher used dichotomous closed-ended questions as a measuring device and groundwork for the questionnaire. A dichotomous closed-ended question is a question with only two possible answers (Kotler & Keller, 2006). The questionnaire was made after the researcher had read literature on culture, cultural dimensions, leadership and Icelandic managers. Subsequently questions that the researcher had interest in answering were formed. The questions were formed with the goal of answering the researches subject.

Data Gathering

The data gathering was a continuous process where the researcher obtained references from various articles, books and researches. The questionnaire was made available and sent by email to respondents on the 29th of November 2011 and closed on the 4th of December, same year. One email was invalid and 62 did not respond though the researcher sent reminders.

Limits of Research

The researcher did not manage to find any questions on which he could base his questionnaire. He then had to create questions, which were translated into Icelandic. In order to limit the likelihood of low answering rate the researcher made the questionnaire short and to the point. The questionnaire was dichotomous and closed-ended and therefore limits respondent's choice to only two possibilities. There´s a certain risk of biases and misinterpretation.

Individual perspectives on culture and leadership can vary, with that in mind it must be noted that the results are based on the researchers subjective opinion.

The questionnaire was limited to managers in twenty largest fishing companies in Iceland, a criterion that provided a sample of 97 individuals, 34 of those individuals responded to the questionnaire. The size of the sample might not be large enough to provide adequate results. The researcher did not call respondents to remind them of the questionnaire but did send reminders. The researcher also used a non-probability sample, which does not allow any sampling errors to be measured.

These limits are partially explained with lack of time, the researcher put much effort into the research literature that resulted in insufficient time for a comprehensive research to be conducted.

With the researchers lack of experience in creating questionnaires there can be faults that he did not notice, if there are, the researcher respectfully regrets any such oversights.

It must be noted that the research question and any form of conclusion came from the researchers assumptions, as did the method in which the study was conducted. Therefore the conclusion only reflects the researchers interpretation on the subject, at the time the research was conducted.

Data Analysis

This chapter evaluates data gathered from the questionnaire, as well as all secondary data obtained. Firstly the respondents will be categorized into cultural dimensions, as identified by project GLOBE, Hofstede and Trompenaars. In doing so primary data will be used, retrieved from the questionnaire. Secondly in relation to Hersey and Blanchard's model the manager's ideal method of management will be identified and compared to the general Icelandic manager´s choice. Lastly using secondary data the results will be compared to other researches on Icelandic managers and any similarities or differences will be identified and explained, when ever possible.

Cultural Dimensions and Icelandic Managers in Fishing Companies

Trompenaars

The researcher analyzed the data gathered from the questionnaire and compared it to Trompenaars seven cultural dimensions. The researcher found that the managers are

very universalistic. As can be seen in graph 1, 85% of respondents were collective and claimed that they put the group before the individual and preferably achieved objectives collectively. The managers are moderately affective and express emotion when interacting with colleagues, 42% of respondents are neutral and therefore do not frequently express emotion. A small majority of respondents are specific and thus keep their personal and work life separate. Great majority of respondents are achievement orientated, they are judged on what they have accomplished and do not judge colleagues with regard to status, age or gender. The managers are synchronic, they prefer working on more then one assignment at a time. On the other hand 29% of respondents are sequential and prefer working on one assignment at a time. The managers are uncomfortable with change and not keen to compromise, they have a systematic view of nature and believe that they are in control of it. 79.5% of respondents are internal while the rest is external orientated.
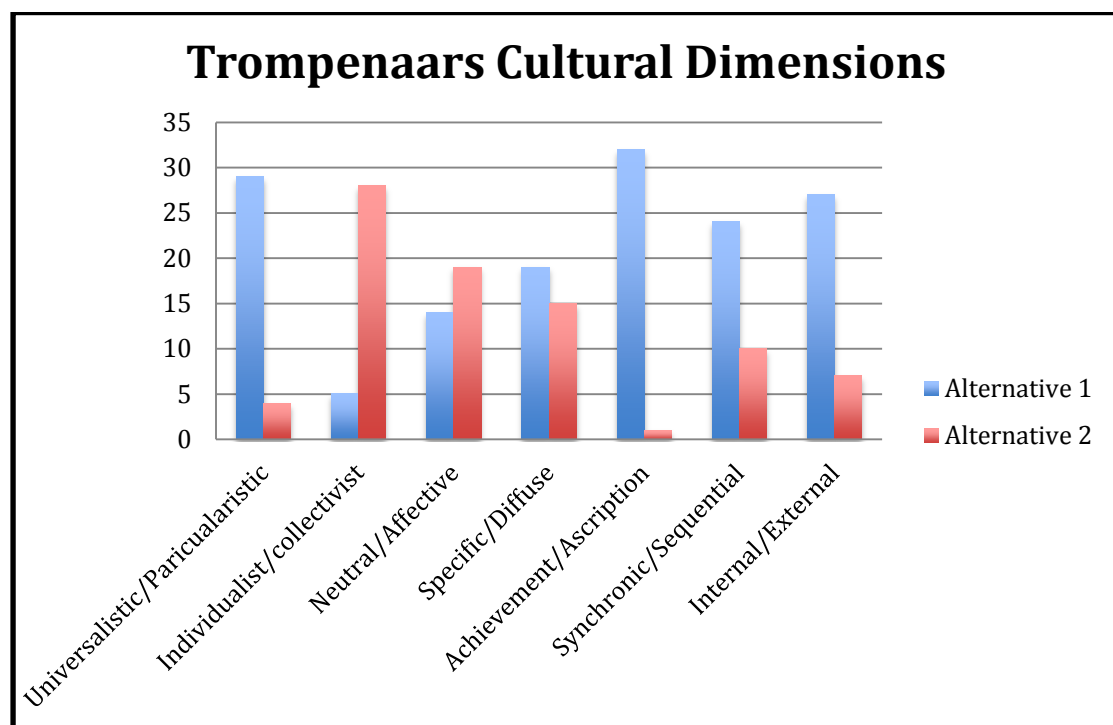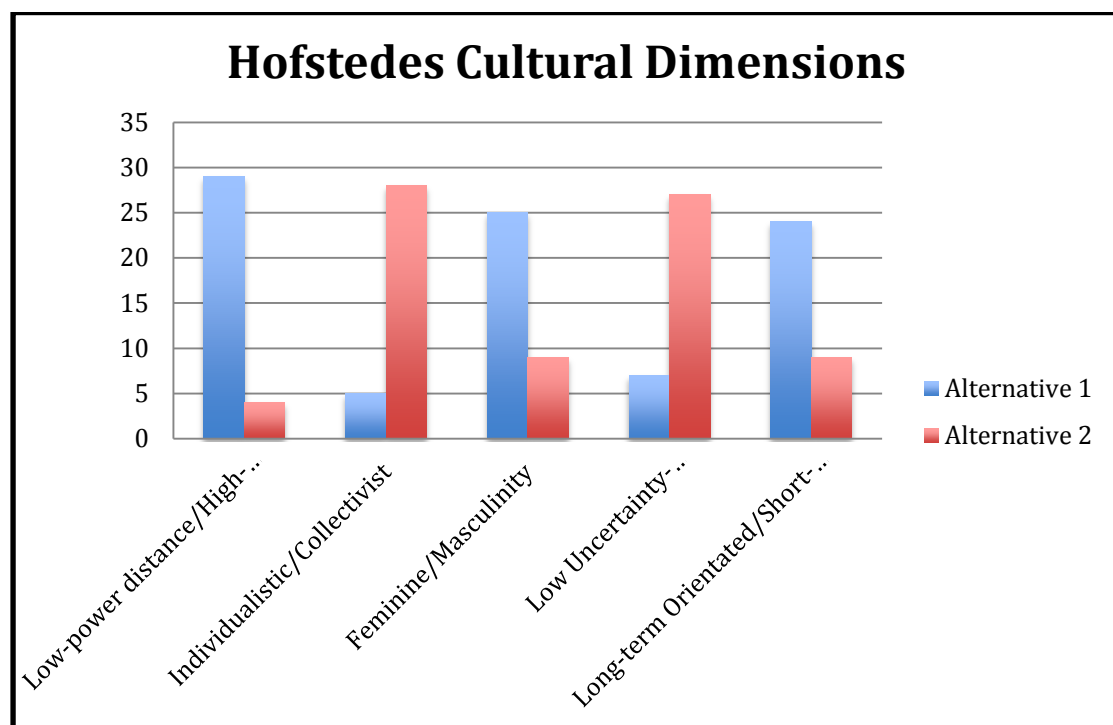

Graph 1 - Trompenaars Cultural Dimensions

Hofstede

The researcher analyzed the data gathered from the questionnaire and compared it to Hofstede´s five cultural dimensions. The researcher found that there was a low power

distance in Icelandic fishing companies. 88% of respondents found it abnormal that subordinates were extremely obedient to their superiors. The culture is colored with strong collectivism. Hence managers are mindful of fellow staff members and do not favor family members over others. 85% of respondents claimed that they thought it would benefit them work-wise to think first and foremost about their colleagues rather then themselves. As did 85% of respondents claim that they belonged to a group within the company, while 15% considered themselves as individuals in the organization. The figures in graph 2 indicate that the organizational culture in the fishing companies is rather feminine, whereas 74% of respondents claimed that men and women had equal career chances. The culture is also highly uncertainty avoidant and long-term orientated. 71% of respondents feel that they are not controlled by external environment and 73% of respondents claimed that they planned and invested in the future rather then focusing on present gain.
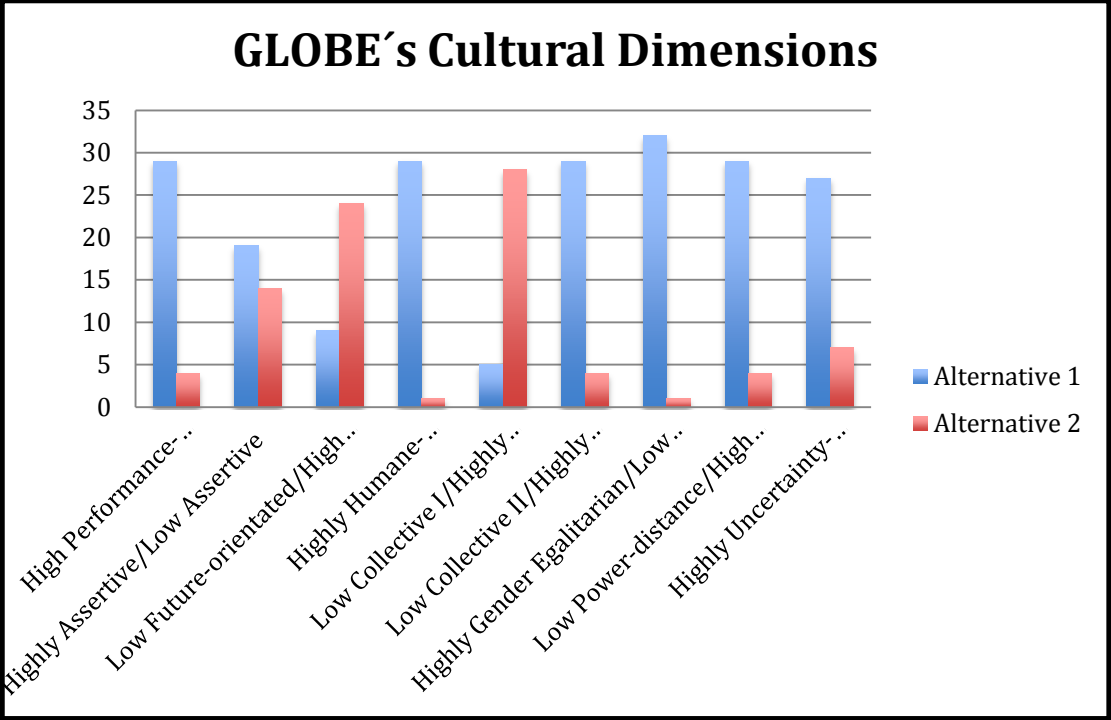

Graph 2 - Hofstedes Cultural Dimensions

GLOBE

The researcher analyzed the data gathered from the questionnaire and compared it to the GLOBE´s nine cultural dimensions. The researcher found that organizational

culture in Icelandic fishing companies is highly performance orientated. Icelandic managers do not focus on family connections and background. 88% of respondents answered that they valued rules and standards over obligations towards family or friends. The culture is moderately assertive, a small majority, 58% of respondents answered that they did regularly express emotion and feelings when communicating with fellow staff members. The organizations seem to be rather future orientated, 73% of respondents claimed that they planned and invested in the future. The data indicates that the organizations are highly humane orientated, 97% of respondents stated that it would be to their advantage to think primarily about their coworkers rather than themselves. There is a great institutional collectivism within the organizations, 85% of respondents' feel that they belong to a group within the organization. On the other hand the in-group collectivism is very low in terms of providing any special treatment or ignoring rules. The gender egalitarianism is extremely high within the organizations, 97% of respondents said that fellow staff members judged them from an achievement-based view. Furthermore only 26% of respondents thought that neither gender had more career opportunities than the other. The power distance is extremely low, graph 3 shows that only 12% of respondents thought that it was normal for subordinates to be very obedient to their supervisors. Lastly the uncertainty avoidance is very high, merely 21% of respondents claimed that they are controlled or influenced by external environment rather than feeling that they are in control.

Icelandic managers in fishing companies and their cultural orientation

GLOBE´s Cultural Dimensions

Icelandic Managers in Fishing Companies Compared to Icelandic Managers in General

Similarities and Differences

The researcher analyzed the data gathered from the questionnaire. He found that 47% of respondents claimed that they use delegating management method.

29% of respondents preferred the supportive management method, while 21% of respondents use a mixed management style. No respondent uses the directive method, while 8% of respondents use the coaching management method.
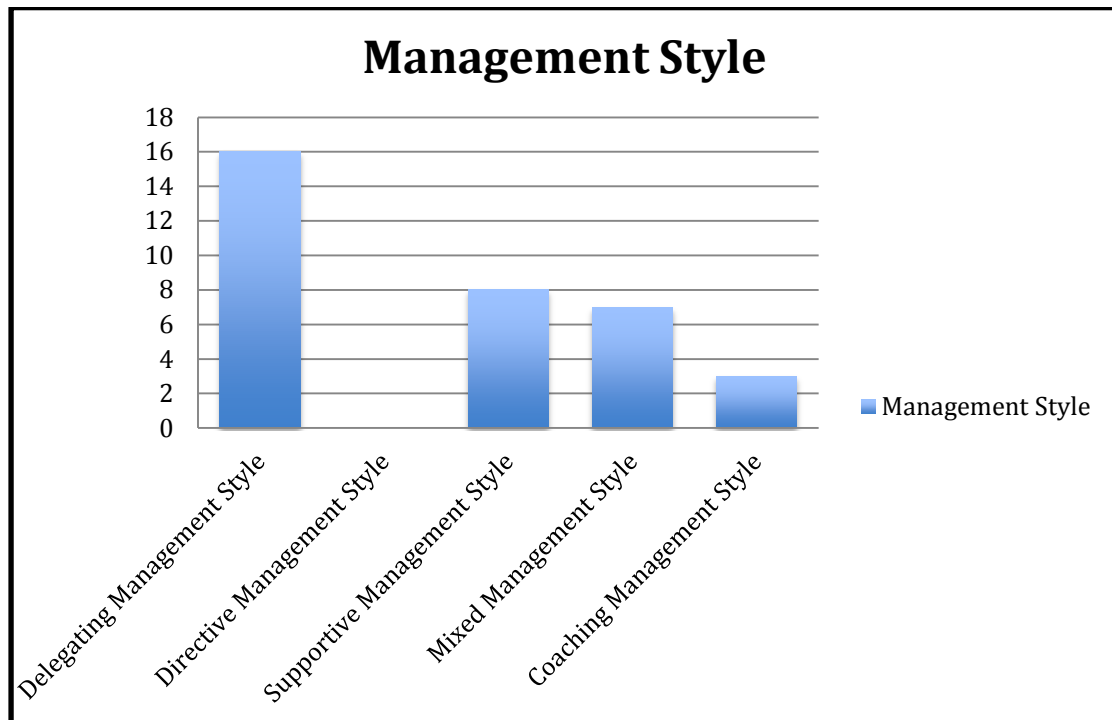
Management Style

Graph 4 - Management Style

When comparing these results to Eðvarðsson and Óskarsson data, it is clear that the similarities are extensive. Eðvarðsson and Óskarsson conclude that 37% of respondents used the delegating method; graph 4 tells us that it is 10% less then this research concludes. In both researches the delegating method scores the highest.

The supportive method is the second most common in both studies, in this research, 29% of respondents use supportive management while Eðvarðsson and Óskarsson conclude that 28% used it, only 1% difference there. The mixed management style is the third most preferred in both researches, 21% of respondents claimed they use it, while in Eðvarðsson and Óskarsson study 24% of respondents used that style. It is not clear what percentage of respondents use coaching management style in Eðvarðsson and Óskarsson research but it is probably around 8-10% given the other percentages. In this research 8% of respondents use coaching method of management so the similarity is there as well.

The researcher compared Eyjólfsdóttir and Smith´s research to his own and found numerous similarities between them. Eyjólfsdóttir and Smith claim that there is a low power distance between Icelandic managers and their subordinates and that they are

very egalitarian. The data gathered from the questionnaire recognizes this fact as well. Eyjólfsdóttir and Smith also point out that Icelandic management culture is highly feminine orientated and that the line between superiors and subordinates is not clearly marked, hence low or now hierarchy levels. The researchers data supports this, furthermore it identifies that Icelandic managers in fishing companies rely strongly on their colleagues, which corresponds with Eyjólfsdóttir and Smith´s findings.

Eyjólfsdóttir and Smith claim that Icelandic managers should be more used to uncertainty than most other managers because of unfavorable natural scenarios, with ever changing weather, they say that it is hard to avoid uncertainty. The researchers data does not support this claim. The data concludes that uncertainty avoidance was in fact rather high within the organizations. Eyjólfsdóttir and Smith also concluded that Icelandic managers rely little on formal rules, the researchers data identifies that they are highly universalistic and therefore he does not share the same view on that matter, respectively.

	Similarities	Differences
Icelandic managers	Egalitarian, low power-distance, high feminine-orientation, low hierarchy levels and delegating management style	Low Uncertainty-avoidance
Managers in fishing firms		High Uncertainty-avoidance

Table 4 - The Managers Similarities and Differences

Friðjónsdóttir claims that the Icelandic manager finds it easy to connect personally with costumers and fellow staff members, whom as well find them to be trustworthy. This corresponds to the researchers findings, which indicate that the manager´s are highly affective, egalitarian and collective.

Óladóttir states in her research that what characterizes the Icelandic manager are low masculinity, low power distance and low hierarchy levels. She found that Icelandic managers do not like impersonal business and are highly uncertainty avoidant. The researcher's data supports these findings.

Óladóttir claims that Icelandic managers' value informality, a fact that the researcher does not agree with based on his findings of highly universalistic orientation within Icelandic fishing companies and their managers. All these similarities and differences can be seen clearly above in table 4.

Conclusion

A research question was identified in the studies introduction: To what extent do Icelandic managers and middle managers in Iceland´s twenty largest fishing companies fit into predetermined cultural dimensions?

To gain deeper knowledge and comprehension of the research question there were as well set forth two sub-questions.

- o What management method do Icelandic managers and middle managers in fishing companies prefer?
- o Are Icelandic managers and middle managers in fishing companies different from Icelandic manager´s in general, if so, how?

To what extents do Icelandic managers and middle managers in Iceland´s twenty largest fishing companies fit into predetermined cultural dimensions?

Table 5, shown here below indicates the classification of the managers corresponding to the cultural dimensions previously described. The typical Icelandic manager in fishing companies favors rules and agreements, he feels that the law applies to everyone. He is highly collective and regards himself as a part of a group, he tends to put his colleagues needs in front of his own. He likes to work in a group and assume joint responsibility. He is very achievement orientated and is judged on what he has accomplished not by given status, he prefers to work on multiple assignments at a

time and feels that he is not controlled by external environment. He is not comfortable with change. He is moderately expressive in interactions and does show his emotion when communicating with colleagues. Managers in fishing companies tend to separate their personal and working lives.

He is very long-term orientated and he plans and invests in the future. Furthermore he has a longer time horizon for decision-making that can match Óladóttir "Reddargen" theory. He is highly feminine, there is not much gender difference and women´s values are highly considerate. There´s a low power distance whereas the gap between superiors and subordinates is unclear, this corresponds to Óladóttir and Eyjólfsdóttir and Smiths findings of low or no hierarchy levels.

The typical manager is highly performance orientated, he emphasizes training and development and values belongingness and caring for the well being of others. He is moderately assertive and confrontational in social relationships.
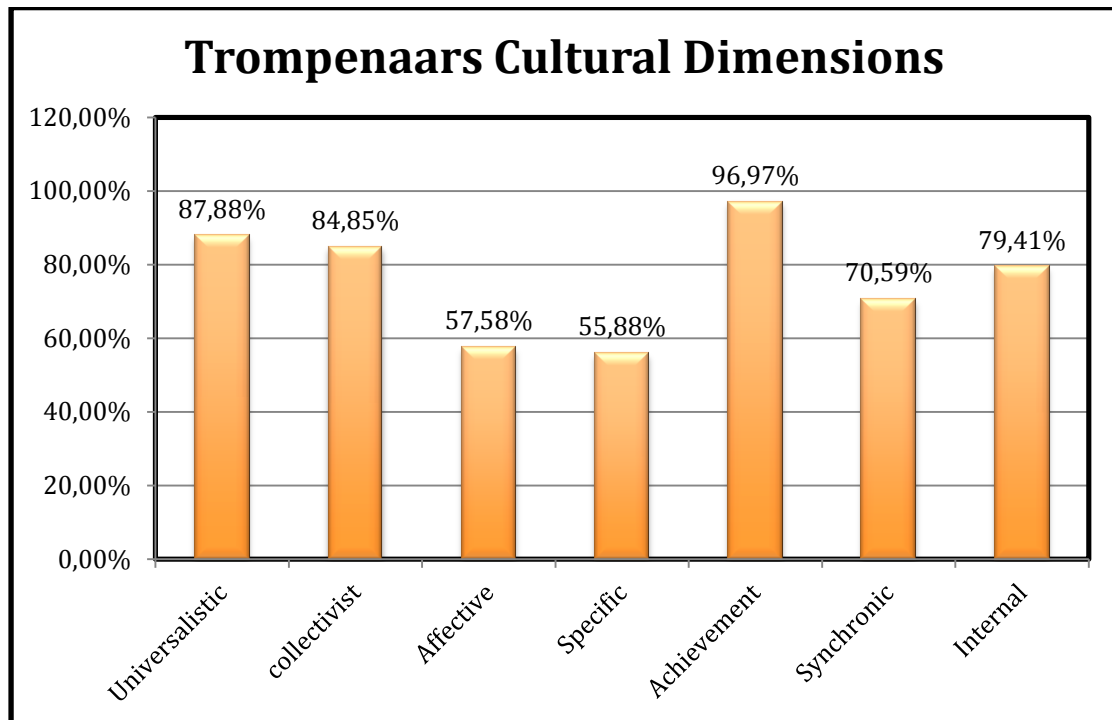
The manager is highly uncertainty-avoidant, has a systematic view of nature and believes he is in control. Furthermore he relies on structure and values consistency. This contradicts Eyjólfsdóttir and Smith´s findings.

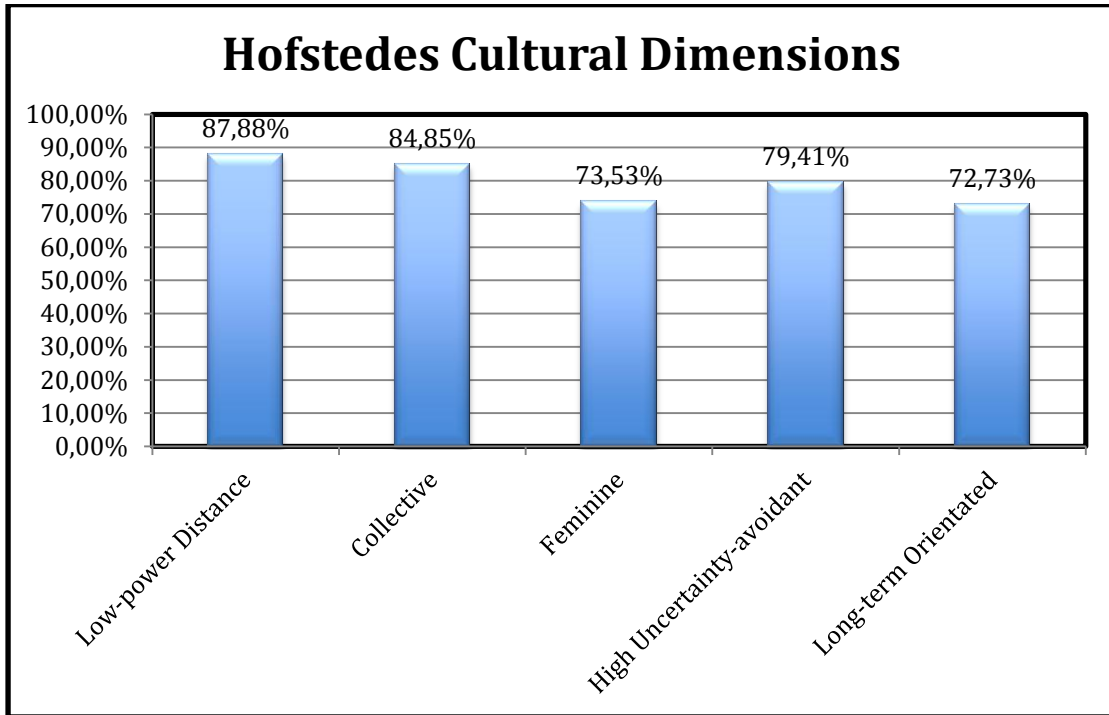| Cultural Dimensions	GLOBE	Trompenaars	Hofstede
Icelandic Managers in Fishing Companies	Highly performance-orientated	Universalistic	Collectivist
	Assertive	Collectivistic	Feminine
	Future-orientated	Affective	Highly uncertainty-avoidant
	Highly human-orientated	Specific	Long-term orientated
	Highly collective I	Achievement	Low power-distance
	Low collective II	Synchronic	-
	Highly gender egalitarian	Internal	-
	Low power-distance	-	-
	Highly uncertainty-avoidant	-	-

Table 5 - Cultural Dimension Identification

It´s clear from the graph 5 below those managers in fishing companies are somewhat in agreement in their stance towards cultural orientation. The neutral/affective and specific/diffuse dimensions are the dimensions with the lowest majority. While achievement/ascription and universalistic/collectivistic dimensions have the most majority.

Trompenaars Cultural Dimensions

Trompenaars Cultural Dimensions

	Universalistic	collectivist	Affective	Specific	Achievement	Synchronic	Internal
	87,88%	84,85%	57,58%	55,88%	96,97%	70,59%	79,41%

Graph 5 - Trompenaar´s Cultural Dimensions Percentages

Great majority of respondents were in agreement in their view towards Hofstede´s cultural dimensions. As you can see from the chart 6 here below, the lowest majority was around 73%. All these findings resemble previous claims about Icelandic cultural orientation, except for the uncertainty-avoidance dimension. In all researches except for Óladóttirs´ Icelandic managers were associated with low uncertainty-avoidance.

Hofstedes Cultural Dimensions

87,88%	84,85%	73,53%	79,41%	72,73%
Low-power Distance	Collective	Feminine	High Uncertainty-avoidant	Long-term Orientated

Graph 6 - Hofstede´s Cultural Dimensions Percentages

The researchers´ analysis of GLOBE´s cultural dimension corresponds, like the other dimensions, to prior researches. All dimensions except for the uncertainty-avoidant one are consistent with previous findings. Graph 7, here below shows that 80% of Icelandic managers in fishing companies are uncertainty avoidant.
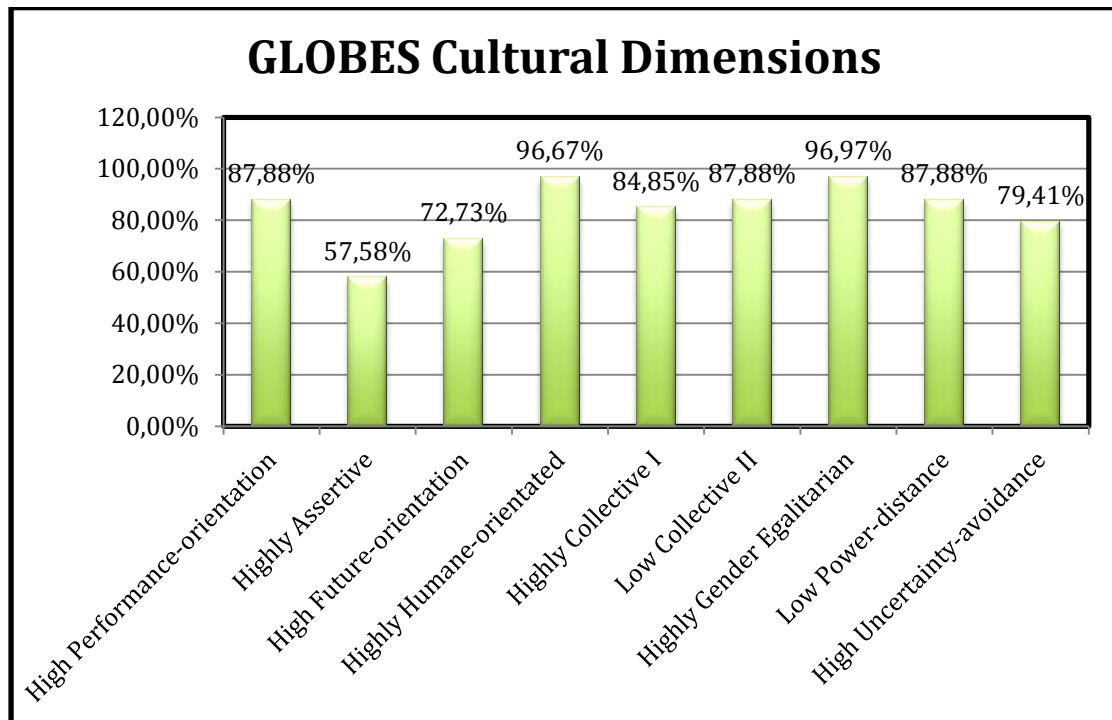
Icelandic managers in fishing companies and their cultural orientation

GLOBES Cultural Dimensions

What management method do Icelandic managers and middle managers in fishing companies prefer?

This research concludes that majority of manager´s in Icelandic fishing companies prefer to use delegating management method. The manager´s like to give their subordinates independence to work relatively on their own and prefer to watch from a distance. The managers have the confidence that their subordinates have the competencies and abilities to accomplish each task on their own.

Second most common management method is the supportive management style, managers provide subordinates with information, they explain the work for them, ask them what they think and then encourage them to do well. The leader involves the staff member in the decision-making process and participates in two-way communication.

As you can clearly see on the graph 8, here below, there is high correlation between the management methods preferred in Eðvarðsson and Óskarsson research

and this one. The results therefore support Eðvarðsson and Óskarsson claim that the most common management method in Iceland is delegating management.
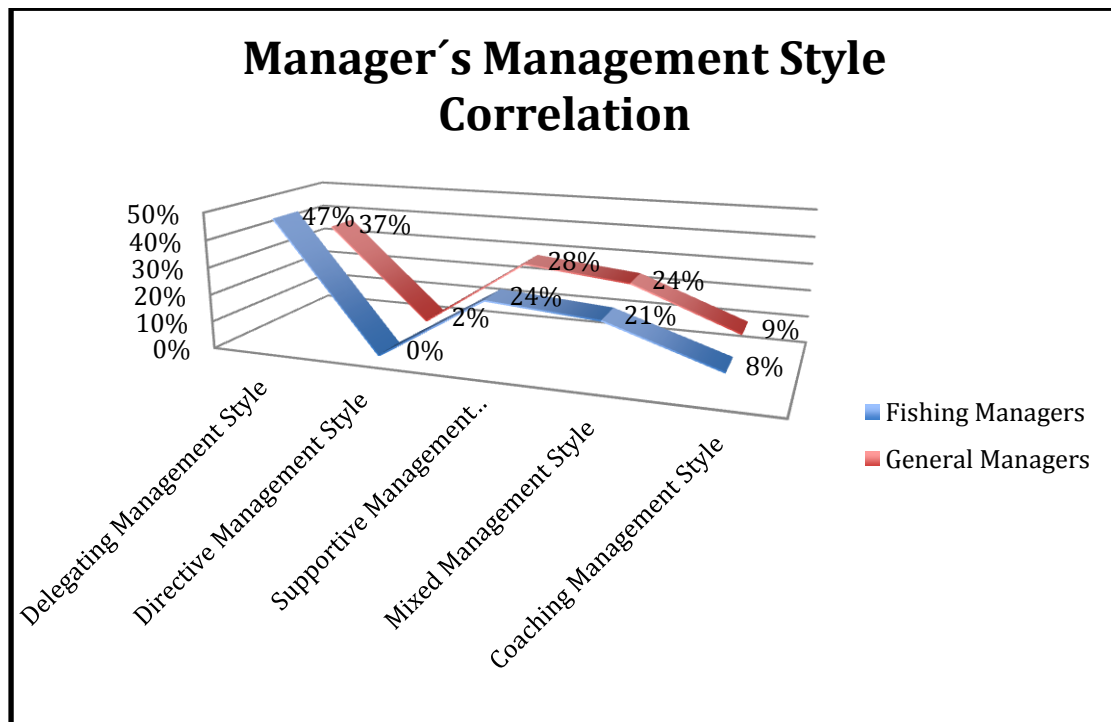
Graph 8 - Manager´s Management Style Correlation

Graph 9, here below clearly indicates the vast majority of respondents favored delegating management style, this result contradicts the researchers findings of cultural orientation. Since great majority of respondents claimed that they were collective and considered themselves as part of a group within the organization. Since delegating management means that the managers give subordinates freedom to work on there own the managers should rather use coaching management method. Since it combines high directive and supportive behavior, as well as takes into account feelings, whereas majority of respondents claimed to be affective.

Managers in Fishing Companies preferred management style

- 47% Delegating Management Style
- 8% Coaching Management Style
- 21% Mixed Management Style
- 24% Supportive Management Style
- 0% Directive Management Style

■ Delegating Management Style

■ Directive Management Style

■ Supportive Management Style

■ Mixed Management Style

■ Coaching Management Style
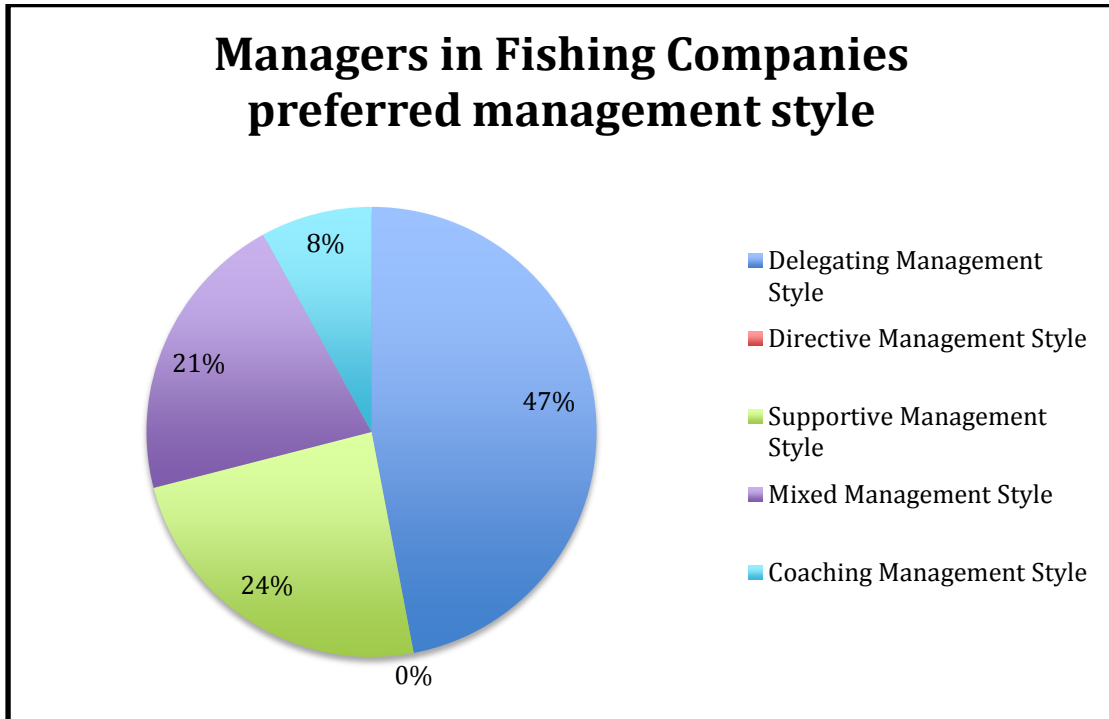
Graph 9 - Fishing Companies Manager´s Preferred Management Style

Are Icelandic managers and middle managers in fishing companies different from Icelandic manager´s in general, if so, how?

The researcher concludes that they are slightly different in some ways but do though share much more similarities. The researcher finds that manager´s in fishing companies are highly uncertainty avoidant and a little more formal than the general Icelandic manager.

	Similarities	Differences
Icelandic managers		Low Uncertainty-avoidance
Managers in fishing firms	Egalitarian, low power-distance, high feminine-orientation, low hierarchy levels and delegating management style	High Uncertainty-avoidance

Table 6 - Manager´s Similarities and Differences Conclusion

The manager type in fishing companies seem to have much in common with the general Icelandic manager, they are both very egalitarian, feminine, collective, as you can see in table 6, here above, there is a low power distance and little hierarchy levels. The difference is though hard to identify given that the prior research in which the researcher used there was no consensual agreement upon the definite style of Icelandic manager and therefore this research share resembles with prior researches on different level. Therefore what can be identified as a difference, with one research can be a similarity with another.

It is the researches opinion that the research question has been answered, the researcher finds though that it would have been interesting if more managers had participated in the research and therefore given a better result.

The research supports former researches on Icelandic managers in general according to what cultural dimensions they belong to as well as what leadership method they prefer in regard to Hersey and Blanchard model of situational leadership.

The researcher thought it was surprising that the managers claimed to prefer the delegating management style while they clearly identified themselves in cultural dimensions like collectivism and affective. Delegating management method is more individually focused while this research concludes that managers in Icelandic fishing companies are highly collective, likewise that they prefer teamwork and joint responsibility. The researcher thinks that the coaching management method might be better suited for Icelandic fishing companies, because it emphasizes that the leader listens and provides encouragement as well as work closely with subordinates. It also takes into account subordinates feeling about decisions and nurtures any ideas or suggestions they might have.

The research conclusion might be helpful to other researchers intending to do further studies on similar matter and managers in Iceland, especially managers in

fishing companies. The results might help managers in fishing companies identify what cultural orientation the belong to as well as what management style they prefer and then conclude if that particular style is the one that will best fit their organization and subordinates.

Discussion

Comparing my findings of the manager´s attributes to GLOBE´s leadership attributes it is clear that the manager's have many competencies that are considered universally positive. The manager´s do not have any attributes that are considered universally negative. Manager´s preference of delegating management method does show some similarities with Fry´s charismatic leadership attributes. The research was though not extensive enough to determine if the manager´s can be considered charismatic leaders or not.

The manager´s cultural orientation does somewhat parallel to Mintzberg and Goslings´ definition of good managers characteristics. They have the collaborative mind-set and can maintain good productive long-term relationships.

The manager´s cultural orientation and leadership preferences match previous researches with exception of the uncertainty-avoidant dimension. The manager´s scored highly in that dimension while in Eyjólfsdóttir and Smith´s research they scored very low. The researcher concludes that manager´s in fishing firms might score higher because they are more used to work closely with the environment i.e. the ocean.

It is the researchers' view that manager´s profession is not a decisive factor in their cultural orientation and management style. The researcher did not have enough primary data to conclude what might cause a difference.

Future Research

The researcher thinks that further research would be interesting. It might be revealing to make a more detailed sample and create a more comprehensive research where qualitative measures with quantitative ones, would be used. It would be enlightening to interview a sample of managers, with more detailed questionnaires and therefore

dive deeper into the matter. The researcher believes that with more detailed research, which would take a great deal of time and effort the results might be very different from which he concludes in this research. It might as well be informing to categorize the respondents further e.g. into age groups, gender, where the firm they work for is located country-wise, how large the company is, it´s revenue and how many people are working there.

Leadership wise the researcher thinks that making a detailed research on the Hersey and Blanchard model would be very interesting. If such a research were to be done, it would be interesting to see if there is any difference between the results from that particular research and the research made by Eðvarðsson and Óskarsson.

Shortcomings

The researcher wanted to compare managers in fishing companies with previous researches conducted on Icelandic managers in general. This turned out to be harder then expected, because previous researches did not provide any consensual agreement upon the definition of the Icelandic manager in general. Eðvarðsson and Óskarsson did not state the percentage for the coaching management style in their research. The researcher had to estimated the percentage to be able to compare it with his result. The percentage could have been anywhere between 8-10% so the researcher approximated it to 9%. The researcher also wants to add that maybe the model provided by Hersey and Blanchard is not a good measuring method to identify management styles in Icelandic fishing companies but it can provide informative data specifically focused on situational leadership. The researcher had insufficient time to correct grammar and wording in the culture chapter.

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