The Impact of Culture on Leadership in Healthcare Services:  
The case of Elekta-Greece

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Abstract

Title: The Impact of Culture on Leadership in Healthcare Services: The case of Elekta-Greece

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Purpose: The purpose of this study is to comprehend and analyse the impact of national culture on leadership within the healthcare industry.

Method: This is an exploratory research in which qualitative data have been used. Interviews have been held with employees at Elekta-Greece EPE, Athens in Greece. As for validity and reliability, the data for this study were collected from a real business case (Elekta) via Skype interviews and then the responses were transcribed and later analysed in relation to fundamental academic research in combination with our critical thinking.

Findings & Conclusions: By conducting this study, we discovered that culture can play a major role in the leadership behaviour for companies that operate within the healthcare industry on a global scale. Both national and corporate cultures influence the leader(s) and the employees of a company, either in a positive or a negative way. Cultural attributes, background, history, policies, rules and regulations are some of the factors that can be a game ’changer’ for the leadership of international companies. Those characteristics can affect work performance, job satisfaction, and the image of the company. Finally our conclusions also suggest that there is a difference between other industries and healthcare industry because of the power structure and the rigidness of the last one.

Originality & Value: This research is unique in its kind due to the fact that there is no similar case or literature that examines the impact of national culture on leadership for international healthcare companies, like Elekta. However, there has been some research conducted within this industry during the last years, covering the subject of marketing.

Limitations & Future Research: The limitation of this research is that it is a single case study so it cannot represent and be reflected for the whole healthcare industry. Also we could not acquire raw data from the parent company so we based the comparison on the data from Elekta-Greece and secondary data for the parent company. As for further investigation we suggest the expansion of this topic by conducting more case studies, add more countries at the same time in order to be able to create results that can be generalized for a successful cultural leadership on health-care industry.

Keywords: National Culture, Leadership, Leadership Styles, Healthcare, Elekta, Greece, Filotimo
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1. Introduction
The first part of this chapter describes the background of study, which leads to a discussion around culture, leadership and healthcare. We also present the aim, research questions, research object Elekta which is a company in the international health-care service industry, then limitations and disposition of the research.

1.1 Background
The development of the healthcare industry worldwide influences the lives of people on a daily basis while affecting national economies around the world. (Savage, Chilingerian, & Powell, 2005). They claim that medical systems consist of complicated networks of healthcare service providers, patients and technology that plays a role in prolonging and increasing the quality of people’s lives. Savage et al. (2005) explain that in every country around the world, the healthcare industry face two issues that stand in the face of its progress and development: 1) Budget allocation and finances on the healthcare industry, and 2) Reliable and responsible management that will achieve proper quality results. Moreover, they mention that there are three main world-wide recognized sources of financing that contribute to the healthcare industry: 1) Taxes, 2) Social security funds and 3) Insurance.

Globalization contributes to the development of economies in different countries by the means of exchanging experiences, technology, goods and services. In this context, Berlinguer (1998) indicate that globalization and internationalization of health care services resulted in joint-ventures and strategic alliances which have benefited economic growth and contributed sustainably to the quality of health care services. Confirming this need, Weberg (2012) add that the constant change in the quality of the healthcare industry and system complexity is obvious and that is due to different aspects such as higher operations cost, system inefficiency and complexity.

Savage et al. (2005) elaborate that healthcare organizations worldwide can have new ideas, to learn from, but the error always happen in the practice and application of those lessons. Methods and lessons in the industry Managers play the major role in this manner and it can vary between minor errors to total failure. They add that lessons can be learned from the world’s best practices, but what stands in the way of this development in every nation is: 1) Nationalism and pride, 2) Autonomy, 3) Culture, and 4) Language barriers. That’s why leadership can be characterized as a process where deliberated influence is being wielded by someone that is in position to guide, to arrange according to a plan and to expedite activities.
and relationships in groups of people or entire business and organizations (Mendenhall & Bird, 2013).

Barron (2011) relates that various researchers have shown that national culture impacts many different personal-level results, including comprehensions, knowledge and sections.

Cojocaru (2011) states that the impact of cultural factors play a crucial role and contains risk at the same time within the perplexed system of internationalization of markets, trade, business, investment but national cultures can be affected as well by this phenomenon. Leadership and its styles are crucial both for the management processes and the accomplishment of the goals of international and global organizations. A manager’s national culture has the cardinal role of the best achievable result of international and global organizations through the intercession of their cultural values on those styles (Byrne & Bradley, 2007).

Finally, research has shown that national culture has a direct impact on a manager’s way of thinking and strategic planning (Barron, 2011). The author also argues that managers who have been interacting or spent a period of time in other countries, act differently when it comes to strategic planning and choice of business alternatives and options due to the fact that those options are shaped differently because of the national culture exposure and choices during the work experiences in different countries. After illustrating all the above we can conclude to the question of what is cultural influence and how it affects leadership styles and decision making approaches in healthcare organizations?

1.2 Elekta Medical Solutions
Elekta is a Swedish medical solutions organization that specializes in cancer treatment through neurosurgical solutions. It was established in Stockholm in 1972 by late Lars Leksell, a Professor of Neurosurgery, who aimed to develop a state of the art medical treatment process in the fields of Cancer Radiation therapy, radiosurgery and brachytherapy. Today, Elekta partners with many world renowned medical organizations in more than 28 countries around the globe. Through this synergy it supplies clinical solutions, which are used in 6,000 hospitals that treat an average of 250 thousand patients every year through their main concepts Gamma Knife surgery and the Leksell Stereotactic System. Elekta institutes a special kind of relationship with both patients and partners by using transparency and credibility. Long-term relationships, inventiveness, trust build up with partners, as well as resourcefulness and responsiveness are the main characters that make these affairs stronger. As a result, demand appears to rise every year. (www.elekta.com). In this case study, the
emphasis is pointed on the influence of foreign cultures on the internationalization of the Swedish leadership style when branching and operating in a foreign country. Elekta observes foreign markets in order to find the most suitable niche to set a foot into the new nation’s market and, thereafter, to establish its business operations. On a later stage after becoming a major market shareholder, Elekta follows the innovative creativity approach in order to create new business solutions, opportunities, as well as guarantee its business sustainability on the long run (www.elekta.com). This is how Elekta is believed to create its today’s value and how it was and stills a pioneering world class medical solutions developer.

1.3 Problem Statement
Customers in general anticipate higher levels of communication and intelligence from their service suppliers, front-line officers and employees (Gnanlet & Yayla-Kullu, 2013). In addition, when organizations are established in foreign societies, they confront similar future probabilities and use similar methods and models. The impact of culture within this practice will declare itself in the same way that people will relate to each other (Gnanlet & Yayla-Kullu, 2013). The problem that we have detected is the challenge of foreign managers or employees to adapt into new cultures and business environments. In this case, we are examining the Greek and Swedish national cultures and their impact on leadership styles in various business settings.

1.4 Aim of the study, Limitations and Research Questions
The purpose of this study is to comprehend and analyse the impact of national culture on leadership styles within the healthcare industry. By categorizing the collected data in coherence to its attributes and dimensions, we will attempt to interpret and conceptualize the impact of national culture on leadership in the international health-care industry successfully. Consideration of the limit of this research is that we dealt with one company, Elekta. Despite the fact that is a world leader in its field within the international health-care industry, we chose to deal only with it because we aim to accomplish a comprehension and proceed to a deeper understanding of how and why national culture may have an impact on leadership. Furthermore, we have searched in the literature of the field and we haven’t found relevant studies that investigate this connection impact of national culture within this framework leadership within the health-care industry, and the major focus point of this study is to further analyse this domain.
In order to perform an analysis within this unexplored domain and accomplish the aim of our study, we believe that it would be most appropriate to set a number or key research questions, which are going to help us define and analyse the issue. Due to the fact that this study is about culture and its impact on leadership is most needed to be answered the relationship between those two concepts-variables, culture and leadership. Therefore, the research question that can help us show and analyse this relationship is:

1. How does culture affect leadership?

After defining and exploring this relationship we need to perform an in-depth examination of its effects. The best way to answer this question we are researching about leadership is to move a step further and infiltrate into the leadership behaviour(s) of the head manager and the rest managers of the company, in order to get a comprehensive overview for the purposes of this study. That can be done by setting a question that has to do with the leadership styles, which are methods and approaches that managers use to run their complex structures. As a result, our second research question will appear as:

2. How do diverse cultures affect the leadership style(s) in a healthcare organization?

1.5 Motivation of the Study

After fair consideration we have chosen to examine the impact of national culture on leadership and place our emphasis on Greece. We will be conducting a cross-cultural study on the Swedish international healthcare company Elekta, which specializes in neurosurgical and oncology medical solutions on a global scale.

Our motive behind that decision is the interest in cross cultural management, which is a relatively new dynamic field of management, and the desire to understand the challenges that face global businesses when they operate in foreign countries. Considering Volvo, Sandvik and Ericsson as examples of successful international Swedish organizations which have successfully adapted to international contexts, the choice of Elekta as a global Swedish company specializing in the Neurosurgical medical solutions to be subject of investigation is to understand how can the Swedish leadership style operate in a country like Greece, a country that significantly differs in its culture (history, norms, traditions) and business environment (policies, rules, bureaucracy) according to Hofstede et al. (2010) dimensions of national culture. We believe that by conducting a research like that in a field that there are not a lot of studies written about the specific subject will help us understand leadership tactics in
depth, as well as the issue of adaptation when companies expand and establish operations in unfamiliar environments. Thus we can add a small piece of the puzzle to the literature and help future researchers and professionals to understand and further analyse.

1.6 Disposition
This research is presented as follows:

Chapter 1: The introduction presents the background of the research topic, followed by a discussion about the research elements. This leads to the aim of the study and the research questions that are the main threads throughout this paper. Disposition is also presented in this chapter.

Chapter 2: Presents the literature review which consists of previous studies and respected theories, relevant to our research topic. This chapter gives an insight into national culture, international business, the health care industry and leadership.

Chapter 3: This chapter is about the methodology and explains the research design, approach to the interviews, and the data collection process with an introduction to the interviewees and data validity and reliability. In addition, the method of data analysis and how the empirical findings are presented.

Chapter 4: empirical findings are displayed here. An introduction to our company of research, Elekta is given, and the results of the interviews are exposed and analysed.

Chapter 5: The analysis is presented in this chapter which compares the empirical findings to the literature review and in-depth exploration of the issues found.

Chapter 6: This chapter summarizes the conclusions through explanatory methods and highlights the relationship between national culture and various roles of leadership. Moreover, it presents the answers to our critical research questions, contribution of this study, limitations and suggestions for further academic research.
2. Literature Review
This chapter contains theories from previous research that have been done in the field of culture and leadership, including dimensions of national culture and leadership styles. We bring an illustration about Hofstede, Hofstede, & Minkov (2010) and GLOBE’s Chhokar, Brodbeck, & House (2008) dimensions of national culture ‘Power Distance, Uncertainty avoidance and Individualism/Collectivism’ and how do they influence international businesses. Moreover, we mention the difference between management and leadership and conclude with leadership styles theory in order to create an image of the intended direction of study prior to conducting the data collection process and investigation. Finally, our analysis rounds up through a conduction of a theoretical framework in order to compile the aforementioned theories and set a concrete basis for the theoretical implications of this study.

2.1 Culture
Hofstede, Hofstede, & Minkov (2010, p. 6) in their book “Software of the mind” state that culture “is the collective programming of the mind that distinguishes the members of one group or category of people from others”. That means that culture is a coordinated phenomenon, an experience that human beings share currently or shared in past in addition to akin social environment where that is or was instructed (Hofstede et al., 2010). Javidan, House, Dorfman, Hanges & Sully de Luque (2006) mention that if someone examines culture in total, they will see that culture is something more than values, is an entity that help people to approach common problems.

According to Ayoun & Moreo (2008) cultural values and beliefs have been in the centre of attention by strategy researchers because they formulate strategic theories and paths for managers worldwide. Managers from different cultures function differently, in terms of strategy and situations based on their cultural values and beliefs (Ayoun & Moreo, 2008). Another interpretation is that culture is all those issues that have to do with intellectual or behavioural mutuality distributed across the entire humanity (Tooby & Cosmides, 1992). Culture is an issue that has been defined in hundred different ways with variable meanings entangling abstract benchmarks and beliefs and objective artifacts (Venaik & Brewer, 2015).

A nation’s core is based on its culture. This core indicates fixed and approximately sturdy demeanour concepts, well established ways in which the people of a nation face extrinsic and constitutional facts. Furthermore, culture represents the moral beliefs, principles, and notions about life that are broadly shared between a population and that drive particular behaviour..
patterns (Lämsä, 2010). Culture is forerunner to people's’ way of thinking and way of behaving, because it is implanted as time passes by socialization agents and because people as singularities cultivate approaches and behaviours that boost their character (Cleveland, Rojas-Méndez, Laroche, & Papadopoulos, 2015). It can only be perceived by other people in a holistic framework and in order to establish and keep long-term business relationships in a globalized world. Individuals should be aware of communication style, body language, beliefs, the idea of justice and ethics related to other cultures in order to be able to understand and be part of an effective dialog (Ehrenfreund, Peter, Schrogl & Logsdon, 2010). The balancing role of culture can work via various procedures. Some cultures perceive an estimating leadership to be the best leadership style due to the motivational aspect towards the people (Wendt, Euwema, & van Emmerik, 2009).

Hofstede et al. (2010) characterize culture as the “software of the mind”, utilizing the correlation of the way computers are computed. They illustrate that the sources of mental programming belong within the social environment where an individual grew up and attain life experiences. The programming begins within the family, advances within the neighborhood, at school, in youth groups, at the workplace and in the living community. In addition, Hofstede et al. (2010) explain that culture is a construct built and developed over the centuries for societies as a factor that can influence leadership. Researchers have written about national culture and created dimensions in order to explain various aspects. Distinguished researches have been conducted by Hofstede et al. (2010), Chhokar, Brodbeck, & House, (2008) and Trompenaars & Hampden-Turner (2012).

Those studies have investigated thousands of managers, subordinates and employees worldwide in order to classify key values and to cultivate dimensions of national culture. The dimensions that have been developed by various studies are similar to each other and often overlap. However, Hofstede concentrated especially on employees while GLOBE and Trompenaars mainly looked at managers. Because of that fact and the utilization of different methods of analysis and dissimilarities in results, difficulties appear while attempting to compare the different dimensions of culture they developed. Despite the fact that other researchers have done similar studies, the basis of this work is Hofstede et al. (2010) 6D cultural model that laid the groundwork in this field and created the first empirical model of dimensions of national culture. Authors also integrate the GLOBE study by Chokkar et al. (2008) in this study.

Ayoun and Moreo (2008) argue that many scientists and experts have speculated that national culture has indeed an impact on managers’ way of thinking and acting. Gales (2008)
illustrates that national culture is a key factor for taking actions and perform in businesses. Although he points out a main argument of the Cultural Difference angle is that when two companies from different countries are different regarding to national culture so there are obstacles for cooperation in managerial terms and that is why those organization will need to develop some functions in order to overlap those dissimilarities.

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However, Hofstede’s focus, and study surrounds the domain of employees while GLOBE and Trompenaars mainly examined at managers. Because of that fact and the utilization of different methods of analysis and dissimilarities in results, difficulties appear as to compare the different dimensions of culture they developed. Despite the fact that other researchers have done similar studies, the basis of this work is Hofstede et al. (2010) 6D cultural model that laid the groundwork in this field and created the first empirical model of dimensions of national culture. Authors also integrate the GLOBE study by Chokkar et al. (2008) in this study.

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However, the national culture way overlaps the feasibility of people sharing attributes across countries and as a result, be part of the same culture heedless of their country of origin (Venaik & Brewer, 2015). Adler (1995) illustrates that national culture has a bigger influence on employees than organizational culture has. Trompenaars (1993, p. 9-10) states that corporate and professional culture are connected to the national one. Moreover, they argue that if an entity works in one culture, there is slight chance that it will work in other cultures. Testa (2007) mentions that national culture entangles issues like way of thinking, beliefs, feelings, reactions, symbols and the main core is tradition and values.

2.2.1 The Swedish Culture
In the prehistoric era of Sweden, the Viking culture was the one prevailing which was also predominant in the whole Scandinavia for vast periods of time. During that time Vikings travelled from the Baltic Sea to the Black and the Caspian Seas where they established trade and relations with the Byzantine Empire and Arab Kingdoms (Chhokar et al., 2008, p.35). The culture of Sweden today can be characterized as egalitarian and lenient as a type, and since 1990 the Swedish state has wilfully grasped feminism, anti-racism and anti-fascistic attitudes and beliefs on a wide range (Chhokar et al., 2008, p.43). As a society, Sweden and its culture is very keen of prosperity and interest of other people both inside and outside of the country (Chhokar et al., 2008, p.36)

2.2.2 The Greek Culture
Thousands of years ago, Greece was the cradle of democracy and western culture. Many modern democracies have taken and embraced the values of the Greek beliefs, such as trials under judges, the power and the right to elect and get elected within a democratic state and same treatment under the law regardless of the person's physical or social features. Ancient Greeks have invented and developed many arts and sciences like philosophy, geometry, history, physics, poetry, theatre and have also created the concept of aesthetics and beauty which has influenced a lot the western culture and art (Chhokar et al., 2008, p.769).

The culture of Greece progressed over three millenniums, starting from the Mycenaean era, the Golden era of Prickles and moving to the Classical Greece throughout the impact of the Roman and Byzantine Empire during those centuries (Chhokar et al., 2008, p.770). Greek culture and modern Greece has been influenced also by other cultures along those centuries. The most important of them are the Persian Empire, the Latin, the Ottoman Empire, the Venetian Republic and the British Empire. Although, historians and scholars stated that the
Greek War of Independence was the signature and the key point of modern Greek multi-influenced unique culture (Chhokar et al., 2008, p.771).

One of the major attributes of Greek culture is the incredible diligence of Greeks of retaining their ethnic identity regardless of the many conquests by other countries and states throughout its long history. What essentially preserved the Greek ethnic features is the significance of religion, the strong family bonds and a powerful feeling to for liberty and autonomy (Chhokar et al., 2008, p.778). Greece as a country is considered to be collective where people try to work together to achieve goals in society and have very strong bonds and respect between them, especially when they belong or related to the same family. Another trait that Greeks have inherited from their ancestors is the one of “philoxenia”, the compassion and affection to people that are strangers and away from their countries, which is also one of the main reasons that Greece has many tourists that visiting it every year for many years in a row (Chhokar et al., 2008, p.784-785).

2.3.1.1 Dimensions of National Culture
Hofstede et al. (2010) cultivated the first empirical model of dimensions of national culture, which is one of the most inclusive studies of how principles in an organization are affected by culture. The surveyed people who were the sample of this research worked in local branches of International Business Machines (IBM) and Hofstede retrieved, acquired and analysed the data between 1967 and 1973. The dimensions of culture represent aspects of culture which were mentioned in social sciences and can be related to other cultures to create an understanding about the aspects of these cultures by findings the difference(s) or similarity(s) (Hofstede et al. 2010, p. 31). The four dimensions that were brought into being have been titled power distance, individualism versus collectivism, feminism versus masculinity and uncertainty avoidance. Each dimension has a score between (0-100) by which 100 is ‘highest’. Hofstede broadened later, together with Michael Bond, a fifth dimension, which it was named long-term versus short term orientation and He included a sixth dimension, named indulgence versus restraint, developed by Michael Minkov.

2.3.1.2 The GLOBE Study
The Global Leadership and Organizational Behaviour Effectiveness (GLOBE) study is conceivably the most dominant international management research project that has been wended. The extent of this project can be correlated to an international corporation, with the cooperation of approximately 17 300 middle managers from 950 organizations in 62 countries and the project was planned in order to investigate how cultural values are connected to
organizational methods, notions of leadership, the financial competitiveness of societies and the human action of its members. (Chhokar et al., 2008, p.xiii).

To examine the link between culture and leadership, nine cultural dimensions were developed on the footsteps of previously existing literature on the field. In order for this project to be developed, among other the work of Hofstede was adopted, which made it simpler to analyse the correspondence between these two models of national culture dimensions.

Considering the endeavour done by Hofstede and GLOBE, authors have found that there are dissimilarities in the variables utilized for the dimensions and how they are adjusted. Despite this fact, and after investigating both studies in depth, authors were able examine in contrast some of the results that have to do about the dimensions of Hofstede and emerged from those studies. Furthermore, Hofstede initially assembled the dimensions used in his study which also serve as the base of the work done by GLOBE. Authors analyse how the dimensions were assembled by Hofstede, present his results and integrate the results of the GLOBE study and other authors’ opinions and reflections on those dimensions as advocating or scrutinizing findings of Hofstede’s work.

In this research, we chose to focus closer on Hofstede’s dimensions of power distance, uncertainty avoidance and individualism vs. collectivism because Greece is very dissimilar in these dimensions compared to Sweden Elekta-Greece is a 100% subsidiary of Elekta-Sweden which is a Swedish company. The reason why we chose Hofstede et al. (2010) as our main inspiration and fundamental theory for our study is because he is considered to be the most important and valid researcher when it comes to this domain. We have so far presented an introduction about Hofstede’s and GLOBE’s study, and will now initiate a more elaborate inspection on those three dimensions that we have chosen for this study.

### 2.3.2 The dimension of Power Distance

Hofstede et al. (2010, p. 61) defines power distance as the acceptance and expectancy of the members of within societies and institutions that authority and power are distributed equally between the members of the society. Shing-min & Jian-Qiao (2013) argue that: Power distance refers to the knowledge about hierarchy in the organizational structure since that structural distance is related to a hierarchical design coming from wider coefficients like partition of labour. Therefore, the more complex the organizational structure is, the bigger is the hierarchical distance between the leader and followers that can impact the voice action, because the subordinates get dissimilar opportunities to gather facts about the leaders according to the fundamental distance (Shing-min & Jian-Qiao, 2013).
In organizations that exist in cultures distinguished by high power distance, hierarchy, authority and status, have construed lines of authority and responsibility (Gales, 2008). In cultures typified by low power distance, decision-making and actions are tending to be autonomous of hierarchical level in the organization and are expected to be scattered (Gales, 2008). Power distance assigns to the admission of hierarchical forms and uneven allocation of power and resources in a culture. Countries with low power distance have been found to develop more innovations. (Javidan & Teagarden, 2011; Shane, 1993)

In Low Power Distance cultures, Javidan & Teagarden (2011) illustrate that those cultures expedite creative actions because individuals are courageous enough to question the status-quo and independently chase ideas even if managers show opposition. On the contrary, people from high power distance cultures adjust to organizational rules and regulations and do not array preliminary attitude without authorization from their supervisors (Javidan & Teagarden, 2011; Shane, Venkataraman & MacMillan, 1995).

In a high power distance cultures, Javidan & Teagarden (2011) add that a leader can create a system where followers carry out the leader's commands accurately. Although high power distance is possible to contribute to rapid, top-down exercise of innovation, the accomplishment of such a path counts on the leader’s intellect, creativity, and leadership skills, because artistry and decision making dwell primarily with the leader in high power distance cultures. (Javidan & Teagarden, 2011; Murphy et al., 1992). Wang & Mobley (2011) argue that leaders in high power distance cultures may need to establish intricate communication channels and feedback systems that assist with checking the development of an innovation procedure and have the appropriate information available to make persuasive decisions.

According to Chhokar et al. (2008, p.776) the dimension of power distance explains the range of which a society embraces and endorses authority, power differences and rank benefits. Greek society is a hierarchical society, where common people’s opinion is not deliberated and where common people are kept off with at a distance from the ones in power (Chhokar et al., 2008, p777). They have the impulse to dispute, question and criticize the authority and respond violently whenever they feel that their privileges are breached. Greek management is still distinguished by formal relationships, which no one accepts and everyone disputes (Chhokar, et al., 2008, p.777).

Each country is characterized by a score on the power distance index, from 1 to 100, meaning low-power-distance to high-power-distance. Greece is an example of a middle range power-distance country, scoring 60 (Hofstede et al. 2010, p. 80).
2.3.3 The dimension of Uncertainty Avoidance

Uncertainty avoidance arrays ways of dealing with ambiguity. Hofstede et al. (2010, p. 191) defines uncertainty as the level of threat which members of society feel when facing ambiguity. GLOBE defines uncertainty avoidance as the extent to which an individual depends on societal norms, bureaucracy and rituals to predict future matters. Chhokar et al. 2008, p. 787). Ayoun and Moreo (2008) mention that the dimension of uncertainty avoidance concentrates on the extent members of a society are able to deal with uncertainty of the future without encountering excessive stress. According to Hofstede (2010, p. 192) Greece has demonstrated high ranking in the Uncertainty Avoidance index.

High Uncertainty Avoidance cultures are according to Hofstede, (1991) more tense and also reveal when people seem to be active, emotional, aggressive and bustling. He also found in his study that countries with high UAI have complex systems of regulations and rules to temperate with this uncertainty. In Greece the case is completely the opposite as the legal core is in a surprising position which adds uncertainty to the Greek people instead of lowering uncertainty (Chhokar et al., 2008, p. 787; Hofstede, 1991). Societies deliberated to be high in uncertainty are dense with rules and regulations. In these societies, people are brought up to think that uncertainty about the future is best approached if everyone acts corresponding to the broadly accepted rules. In societies with low uncertainty avoidance, people are less worried with instability, and therefore, less likely to demonstrate distinct adherence to rules and guidelines (Hofstede and Bond, 1986).

Low uncertainty cultures are probable to grasp new technology quickly as it is not seen as a possible danger to ordinary processes or attitudes (Hofstede, 1991). It is more probable that people will view new technology as an improved way of managing probable uncertainty (Gales, 2008). Therefore compelling and adverse relations exist between the uncertainty avoidance culture value dimension and general transformational leadership (Ergeneli et al., 2007). Greeks are likely to react to uncertainty and unpleasant situations with amiability, speaking, eating, drinking, dancing, discuss the world’s problems and tell jokes about them. This looks like a way to discharge from tension and anxiety (Chobkar et al., 2008, p. 787; Hofstede, 1991).

Dickson, Den Hartog, & Mitchelson, (2003) explain that in societies with high numbers on uncertainty avoidance, concepts such as career cohesion, intense regulations and the improvement of knowledge tend to be valued, whereas in low uncertainty avoidance cultures, we note more elasticity in roles and jobs, significance on general rather than specific abilities and more job flexibility is more common. They also add that the more a society welcomes
uncertainty, the more the people accept innovation challenges within societies and organizations.

Uncertainty Avoidance has an effect on the attributes correlated with superior leadership and leaders’ conventional career patterns. Uncertainty avoidance also has an impact on the assumptions leaders have of subordinates and customers have of businesses. In high uncertainty frameworks planning and detailed arrangements are the benchmark, when in fact in low uncertainty contexts, elasticity and modernization are more conspicuous (Dickson et al., 2003).

The basis of uncertainty avoidance is a perception, an emotional experience (Hofstede et al., 2010), where this perception is expressed through nervous stress and a need for closed, defined and tacit rules, as a need for predictability. The uncertainty avoidance index ranges from 0 (weak uncertainty avoidance) to around 100 (strong uncertainty avoidance) and Greece scores 100, suggesting that Greece is a country with the highest possible uncertainty avoidance. Hofstede et al. (2010) illustrate that bureaucracy and regulations in Greece, as an example of high uncertainty avoidance societies, are of high importance to make living in this world safer. Moreover they add that Greeks as a nation are passionate, emotional and expressive as they use the body language a lot.

2.3.4 The dimension of Individualism vs. Collectivism

Chhokar et al. (2008, p.783) describe that the Greek society illustrates aspects of collectivism, individualism, impulse to doubt, challenges in sharing or connecting exertions for a common goal and fixed rhetorical disagreement over facts and ideas are endless. They add that one of the most intermittent causes of conflict in most social situations is the quarrel over politics, because almost every person has a strong belief on almost every issue and strongly argues to hold up his or her views.

Individualism applies to societies in which the relationships between individuals are constrained: everybody is anticipated to look after him/herself and their direct family (Hofstede et al., 2010). Individualism usually stages as barricade when it comes to administer power or cooperating in teams (Chhokar et al., 2008, p. 784). However, all of the above-mentioned is balanced by a crucial characteristic that behaves as a mitigator of in-group conflict, that is to say ‘philotimo’. There is no similar to this word in English but it means the good-will, to love and honour. It indicates a self-dictated code of behaviour based on trust and justice. Philotimo often assists in conquering challenges and boosts collaboration between workers or staff, which no rule or order could dictate (Chhokar et al., 2008, p. 779).
Furthermore, it means that if feasted accordingly, an employee will give more than what is commonly expected in order to please his or her managers. A person who is acknowledged to be philotimo functions towards members of his or her in-group in a way that is civilized, ethical, trustworthy, pleased, accurate, giving, self-sacrificing, thoughtful, respectful and thankful (Chhokar et al., 2008, p. 779).

In the collectivist society, there is no need to make particular companion-ships: who one’s friends are is prearranged by one’s family or group enrolment (Hofstede et al., 2010, p. 100). Moreover, the family relationship is asserted by daughterly devotion and by celibacy in women and is correlated with patriotism.

A valuable feature in the Greek societal culture is the differentiation between in-group and out-group, which affects substantially the ways in which Greeks correlate to others (Chhokar et al., 2008, p. 783). They relate and mention that the in-group involves family, relatives, friends, guardianship, trust, support and collaboration between its members. The out-group is often regarded with antipathy and relationships with out-group members are usually distinguished by doubt and scepticism.

Collectivism as its adverse applies to societies in which people from birth onwards are unified into strong close-knit in-groups, which during the whole of people’s lifetime persist to assure them in interchange for implicit loyalty (Hofstede et al., 2010, p. 92). As for Greeks being part of a collectivist society they take actions and have a strong entrepreneurial soul. Nevertheless they do not conveniently work well with others, particularly in organizational frameworks (Chhokar et al., 2008, p. 784). In addition, it is ordinary for those in position of power to take all the accountability and delegate tasks only to a limited extent, because their subordinates are neither trained nor heartened to work in teams. Team spirit is only reached in cases of crisis or tension.

2.4 Healthcare Services: Culture and Leadership

Gupta (2010) illustrate that culture influences people’s in every country to embrace a certain outlook on medicine and medical systems. People’s belief about health, illness diagnosis and remedies which were mostly herbal or ritualistic in the past, all together have developed with time and progressed towards new dimensions of knowledge and applications. Betancourt, Green, Carrillo and Ananeh-Firempong (2003) addressed that a culturally-competent healthcare system is the one which at all of its levels accepts and integrates the significance of culture, cross-cultural associations and is also attentive towards the aspects of cross-cultural
dynamics which are the consequence of cultural-differences, development of cultural-knowledge and the modification and adaptation of operations and services to fit the specific needs of counter cultures.

Betancourt et al. (2003) add that such a healthcare system is constructed on the consciousness of different cultural beliefs about health, the spread of diseases and the frequency of occurrence as well as the result of treatment applied on diverse patient groups. Furthermore, they add that the prevailing challenges exist in attempting to separate the social dynamics from the cultural dynamics when it comes to patient relationships. Social dynamics they are e.g. socioeconomic reputation and status, support and stress factors in the society as well as environmental risks. The result is that in order to understand the cultural dynamics of the patients, then we have to understand and address the social dynamics and form clear ideas about the healthcare system and patient relationships (Betancourt et al. 2003). Furthermore, they stress out that addressing and understanding the aspects of culture and the role it plays in the healthcare industry has received global attention by policy makers, leaders, academics, service providers and consumers in order to reach high service quality and excellent healthcare systems. As an explanation they add that understanding the cultural and social background of patients help in improving the patient/service-provider relationships as well as eventually predict how the interactions of the social and cultural factors and differences can contribute to the development of leading healthcare delivery structures.

Another example which addresses cultural and social components of societies is the one that Hyder & Fregidou-Malama (2009) describe as the importance of understanding the local culture and attitudes in order to make a breakthrough and succeed in providing medical treatment. They explain that at the early stages of Elekta’s expansion to Egypt, the company faced critical issues with both the local government as well as patients because they haven’t done the necessary due diligence on the local culture in Egypt and projected dynamics which resulted in complete disruption of the entire operations. Egyptians place high value and esteem for local traditions as well as personal relations characterized by friendships and trust are crucial. After conflicts with the Egyptian customs and attempts to negotiate to resolve the situation, friendly relations were developed which have eventually paved the way for Elekta to deliver the machinery to the country. Hyder, Fregidou-Malama (2009) added that Elekta sought to train local practitioners to make it easier deal with local patients. Patients needed a family member to escort them and to meet an Egyptian doctor whom they could trust. Foreign doctors and practitioners weren’t a subject of trust to the local patients.
Kumar & Khiljee (2016) see that in the present day physicians and clinicians are required to exhibit traits which go beyond patient-care. Globally, clinicians constantly work to increase and improve the quality of healthcare systems due to high patient treatment demand as well as global competition. In addition, Kumar & Khiljee (2016) explain that the quality of healthcare is determined by key factors such as patient security, experience under treatment effectiveness of the medical treatment as well as service evaluation in terms of cost versus patient satisfaction.

From a different angle, it is of significant importance to drive the process of organizational improvement by effective leadership. Kumar & Khiljee (2016) analyze that successful leadership within the healthcare industry is determined by recognizing the high power organizations such as hospitals, clinics and consultants which are collectively called ‘clients’, hold over the medical solutions companies. The power structure in the healthcare industry is inverted where the lower level of the pyramid-structure ‘clients’ holds the greater power rather than the top of the pyramid characterized by the leadership. In this sense, leaders in addition to the awareness of their client needs and expectations must anticipate the challenges facing them when it comes to the process of change and development since that the healthcare sector is rigid.

Successful leadership within the Healthcare industry in the present time is determined by several factors. 1) To lead employees and patients with care and recognize their needs. 2) To involve, trust and collaborate with organizational team members. 3) Evaluate, creative thinking for new development. 4) All together for great service, 5) Challenge the future for continuous development and innovation (Kumar & Khiljee, 2016).

The way a leader manages others reflects actively how the leader manages himself/herself. It is noteworthy to mark that one’s personal qualities such as self-awareness, confidence, control, flexibility and willpower construct the basis of a person’s behavior. Knowing the strong self-attributes as well as being aware of the weaknesses within these personal qualities impacts directly a leader’s interaction with subordinates (NHS Leadership Academy, 2013). Without such self-awareness of personal attributes, it may become complex and probably impossible to become a fine leader, a fact that it will inevitably lead to negative impact on the relationships with subordinates, teams and the work atmosphere as overall. A consequence of such deterioration will directly and negatively affect the relationships with service providers as well as patients which will eventually create a low quality healthcare experience. On the other hand, when the leader has constructive self-awareness that will lead to ultimately to high
quality healthcare experience characterized by respectable relationships, both service providers as well as patients and their families (NHS Leadership Academy, 2013).

West, Eckert, Steward and Pasmore (2014) highlight that the quality of healthcare services is influenced by the workload managers enforce on employees. High work load leads to stress and low quality service. It is important for leaders to take in consideration that the more care, attention and respect they pay to their subordinates the better the quality of healthcare services will be. West et al. (2014) relate that the higher employee satisfaction is, the better healthcare those employees shall provide. When employees receive support from their managers this creates a support-rich work ethic between those staff which will duly be delivered to the patients through high quality service. Leaders create a positive work experience when they recognize employee efforts, establish trust, fair-treat and transparency as well as provide productive information and constructive feedback (West et al., 2014).

2.5 International Business and Global Leadership
Adler (1995) points that globalization of businesses and governments has not advanced in a similar design and from a historical point of view, all companies began domestically then became international. Global leadership is a phenomenon which came to surface about 20 years ago as the solution to the need of running businesses on an international level, to deploy international strategies, to expand into foreign markets all over the world and also to be able not to just exist in those markets but to be competitive as well (Mendenhall, Reiche, Bird, & Osland, 2012). Businesses cultivate new products or services at home, use native staff members to produce them, and originally sell them to home-country customers. As a result, they start without a need for cross-cultural experts. In the case of management, the field started with private studies which were almost Cross-cultural management from most managerial angles. It was only with the beginning of the multi-domestic aspect that the commitment for cross-cultural management was born (Adler, 1995). According to Brannen & Doz (2010), the International Business field was built by economists in reaction to the revival of international trade and foreign direct investment after World War II. In this respect, International Business acquired its theoretical application from economics and became an applied area for economists.

A second key outlook in the development of the International Business field came from the immediate identification of national cultural differences and their impact on managerial methods. The economic and political aspirations for International Business research boosted the understanding of dissimilarities between nation-states and thus promoted a focus on cross-
national distinctness especially using demographic and economic variables. The same opinion was shared by Venaik & Brewer (2015) who stated that globalization in its various forms has been a construed phenomenon of the post Second World War world. They follow that Global organizations have been established in an effort to establish peaceful and closer relations between countries, both politically and economically, especially the major antagonists at the center of the great wars of the twentieth century. It has been argued that economic and political globalization is a “process by which cultures influence one another and become more alike through trade, immigration, and the exchange of information and ideas” (Arnett, 2002, p. 774).

Shore and Cross (2005) argue that cooperative activities expanding across national borders propose their own set of project management challenges. These disputes begin when individuals from various organizations, from various countries, and from various value systems must share power, accountability, and decision-making. Despite the fact that there are critical differences across groups in their cultural values, both inside and between nations, there are also strong commonalities which are relevant in terms of driving commercial negotiations and outcomes (Venaik & Brewer, 2015). As a result globalization is one of the most important concepts; it derives from the word global which means international or worldwide and is the phenomenon in which expresses the fiscal and economic vocalization under large international organizations and businesses (Ciochinaru, 2013).

Continuing on this concept Yunker (2003), explains that it is coherent to think local yet take an action in a global way. As it is examined, leadership dissimilarities across countries and cultures is ordinarily accepted and some common place qualities of global leaders endure. These qualities involve a strong attraction in different cultures, appreciation for cultural dissimilarities, open mindedness, capacity and changeability. Wendt, Euwema, & van Emmerik (2009) have debated that leadership act is substantial for team connection, and that leadership and unite might be affected by societal culture.

Javidan & Teagarden (2011) argues that global mind set is used by leaders as a sole ability to influence individuals, groups, institutions, and systems that are dissimilar than their mind-set. The debut of ideas such as cultural intelligence and global mind-set and the exertion in developing tools to scope the two approaches are between the most current and leading aims in characterizing accepted global leadership qualities (Yunker, 2003, p. 1073).

Alon & Higgins (2005) discussed that culturally adjusted and emotionally conscious global leaders need to be developed: leaders who can answer to the exact foreign environments of
contrasting countries and different social work situations. Two arising constructs are particularly admissible to the development of successful global leaders: cultural and emotional intelligences. Cultural intelligence is the inclination to use skills and abilities suitably in a cross-cultural environment (Alon & Higgins, 2005; Peterson 2004). Dickson et al. (2012) explain that the definition of global leadership presently give back a belief of whom global leaders are, what they do, and the environment they present. They add that due to the development of the world through technology and merchandising, global leaders are not only exiles working abroad, or senior executives accountable for multi-country operations. They are self-driven individuals who can find solutions to complex problems and chase their goals on a global scale. As a result the coherence of business internationalization study is developing because companies are expanding their business activities worldwide and international management is getting pivotal to business processes (Zhang, Beatty, & Walsh, 2008).

2.6 Definition of Leadership

Vroom & Jago (1988) discuss that dissimilar achievements and environment demand leaders being able to take various types of decisions. Yukl & VanFleet (1992) acknowledge that leadership is the method in which one person influences others to work towards a target. Chemers (1997) illustrates that leadership is an action of strong social influence in which one person is capable to allocate the help and attitudes of others in the completion of a common assignment. Porter (1998) states that in order for someone to be a good leader they are required to have a positive agenda, not just an agenda of challenging only with crisis. He follows that a leader is a person with vision, stimulus and the competence to be effective. A leader is someone who can prompt others and introduce new ideas which can be come into being. He or She can be charming person with strong identity who is able to gain acknowledgement not only of the subordinates but also high positioned people (Chhokar, 2008, p.792).

Hofstede et al. (2010, p. 61), mention that leadership and subordinate-ship in a country cannot be isolated. Direct connections in businesses are established on the shared values of low and high-calibers. The leadership principle thinks about how accepted a culture of a country is. Hofstede et al. (2010, p. 331) also mentions that if people are requested to give us a definition of the aspects of what they believe a good leader is, is also a way of to inquire them about how to typify their national culture. Finally they point out that a leader is a role model for great behaviour, and considered a cultural hero.
2.6.1a Leadership in Greece

The GLOBE’s (2008) aspect of leadership for the Greek leadership ranks low in the malignant attitude, as well as in non-participative, autocratic, conflict maker. There is high ranking in status, conscious, self-centred and autonomous behaviour. A charismatic leader in Greece is morale supporter and has a perception, insight, acumen and force (Chhokar et al., 2008, p. 795). A society which is desirous for collectivism, family values and humane orientation normally appreciates a leader who behaves towards employees fairly, are good team assimilators, honest and not sturdy, can raise confidence and is at the same time generous and pays attention to subordinates desires (table 1). Such society is anticipated as immense in uncertainty, principles diplomacy, bureaucracy, accomplishment and adjustment but also anticipated as absent (Chhokar et al., 2008, p. 798).

Sometimes when it comes to leadership in Greece the situation is gets complicated. As a style it is mainly patriarchal and authoritative but a leader in Greece should concern about the personal situation and problems of the people in the business because family is far more significant than work in Greece. Furthermore, most of businesses in Greece are small and medium sized and employees are difficult to cooperate because they want to be independent and not take orders without explanations. In order to cope with that, effective leaders are those who can deal with situations like that then they occur (Chhokar et al., 2008, p.789-790).

According to Chhokar et al. (2008, p. 799), there are for foreign managers in Greece implications presented in the following table: the foreign manager/leader in Greece should keep in mind that leadership anticipates:

Table 1. Implications of culture for foreign managers in Greece

<table>
<thead>
<tr>
<th>Implications</th>
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<tbody>
<tr>
<td>Put in significant amounts of time for the associates of their group.</td>
</tr>
<tr>
<td>Put in time on setting up individual contacts with peers and lesser as good human relations will accelerate operations and advance connections and general accomplishment.</td>
</tr>
<tr>
<td>To use a democratic leadership style, listening to ideas and alluring remarks from the employees.</td>
</tr>
<tr>
<td>Avert disapproving everyday existence as Greeks are keen on criticizing their society but willing to listen to others doing so.</td>
</tr>
</tbody>
</table>
To not anticipate much convention and concentration to specific aspects, making sure to uniformly claim on deadlines if she or he desires to keep a time schedule.

To keep a stable position after extending to a point of a knowledgeable conclusion and make fair that even though the leader contemplates others’ opinions, the accountability rests with the leader.

(Own Construction, Adapted from (Chokkhar et. al., 2008, p. 799)

2.6.1b Leadership in Sweden
In regards to the leadership and culture in Sweden, there are three cultural themes which apply to the characteristics of the Swedish culture. Those are: 1) The socially concerned individualism, which indicate the relationship between lone and collectives, 2) Rationality and pragmatism, which have to do with equality, 3) Democracy and modesty (Chhokar et al., 2008, p. 63).

As a feminine country, Sweden’s hierarchy is more flat, the leadership that is being practiced is mostly participative where employee's’ opinion can be included, asked or expected during the decision making process. As for the example of a regular manager, some Swedish managers often refer a term called “föredöme”, which means someone who has an impact on their colleagues characters and behaviour in the present, but for true leaders they use the word “förebild”, which means someone who can show supreme qualifications and provide the image of a different future and maybe affect people’s beliefs, values and identities (Chhokar et al., 2008, p. 57).

When it comes to teamwork Swedes manage to complete tasks and work effectively together because of a common engagement to a reason or goal and not solid social and friendly bonds between the team members. The reason of the accomplishment in a Swedish team is the ambition of a common aspired future and based on that leaders in Sweden can create and drive that communication for a shared vision and achieve an outstanding leadership (Chhokar et al., 2008, p.63).

A potential challenge for leaders in Sweden is to be able to stabilize the ambition for success, a brave vision and control with the strong traditional values of Sweden, equality and freedom. So depersonalization of situations, logic reasoning, problem solving and practical solutions are much practical for resolution of potential conflicts in Sweden. As a result, a leader in
Sweden must be able to combine, balance, and harmonize all those attributes in order to be effective and thriving. That is the reason why in Sweden the idea of a leader can be referred as “primus inter pares”, which means first between equals (Chhokar et al., 2008, p.63).

2.7 Leader vs. Manager
Lee, Kim, Son, & Lee, (2011) illustrate that management concentrates on delivering and assuring the efficient use of people, capital, information, technology, etc, to fulfil the organizational goals. On the contrary, leadership specializes in arranging, activating and uniting people within the search of a leader’s vision. As a result, leadership needs a capability to bear the attitude of followers into agreement with that of the leader so that they act in accordance with him or her willingly, with eagerness and loyalty which is not fundamentally concerned in either management or administration (Lee et al 2011; Ackoff, 1999).

In the book “Culture and Leadership Across the World”, known also as the Globe Project (2008) it has been illustrated what are the differences between a leader and a manager have been summarized in the following table (Chhokar et al., 2008 p.793). In order to give a better emphasis and point out that leadership is a different concept than management; in our research study we present what are the differences between a manager and a leader in the following table.

Table 2. Main differences between leaders and managers

<table>
<thead>
<tr>
<th>Manager</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results oriented</td>
<td>Results and People oriented</td>
</tr>
<tr>
<td>Control, plan, organize for results</td>
<td>Results earned because of earned Trust</td>
</tr>
<tr>
<td>Assigns and directs tasks</td>
<td>Motivate employees to perform</td>
</tr>
<tr>
<td>Orders, and assigns responsibilities</td>
<td>Motivates by persuasion, led by example</td>
</tr>
<tr>
<td>No leader abilities for team motivation</td>
<td>Creates the fit environment to motivate</td>
</tr>
<tr>
<td>a Conductor of orchestra</td>
<td>a Conductor without a wand</td>
</tr>
<tr>
<td>Not a leader</td>
<td>Is a manager</td>
</tr>
<tr>
<td>Dominating by Personal opinion</td>
<td>Visionary, personal opinion doesn’t dominate</td>
</tr>
<tr>
<td>Function within existing limits</td>
<td>New ideas during difficult times</td>
</tr>
<tr>
<td>Bureaucratic</td>
<td>Psychologically supports the team</td>
</tr>
<tr>
<td>Scheduling and control</td>
<td>Turn unproductive teams into productive</td>
</tr>
</tbody>
</table>
2.7.1 Situational Leadership

Situational leadership theory targets on a leader’s individual abilities and natural competence to lead in a prevailing situation. Therefore this relationship is divided between the leader and the follower where it is existing on four different styles. The indicated styles for a leader are: a) telling, b) selling, c) participating and d) delegating. Regarding the leader’s followers, there are four core styles residing in their being: 1) an enthusiastic beginner, 2) focused learner, 3) reluctant contributor or 4) a peak performer. The consequence of any situation counts on a person’s eagerness, assurance, and capability to carry out any assignments they are introduced with. (Hersey & Blanchard, 1972).

Sims et al. (2009) argues that a situational theory of leadership tries to contest a specific leadership style or type to distinct extrinsic assets. The common idea is that one type of leadership will be persuasive in one situation, but a different type of leadership will be adequate in another situation. In order to conclude to a general strategy of how a leader can finest cultivate his or her own sole theory of leadership which most excellently works for their singular assets. The basis of the strategic path involves: (1) determining goals for a definite situation, (2) exemplifying possible leadership types, (3) analyse situational actions, (4) corresponding a leadership style to the specific circumstance, and (5) conclude how the bout between leadership style and situation will be fashioned.

Furthermore Hersey & Blanchard (1972) illustrate that the most compelling leadership style rely upon the maturity level of the employees who act in accordance with the style of leadership existing on their individual needs. Goffee & Jones (1998) debate that participation and collaboration of the manager and employees is compelling in accomplishing superior business operations. In organizations in which efficient management has been set up, top managers effortlessly correspond with their employees and create coherence regarding how the managers and their subordinates set their goals. When goals are achieved, it is compulsory for both managers and employees to share the same vision.

Sims et al. (2009) illustrate that the main idea is that a leader is one who uses a difference of styles or actions to control the behaviour and thoughts of others, the assumption that a specific
type of leadership might be best for a distinct situation has been around for a long time. This idea is—called a “contingency” theory of leadership, or is sometimes assigned to as a “situational” view of leadership. The central assumption is that a particular type of leadership is expected to be more productive in a distinguishing kind of situation. That is, leadership should be conditional upon the aspects within the particular situation. Everyone usually has their own version of leadership type that dwells of a design or complete description of that type, and also some belief of definite actions that make up that type.

2.7.2 Transformational Leadership
Another type of leadership is the ‘Transformational leadership’ which is concerned with the incorporation of the organization’s goals to its followers. Therefore adjusting their attitudes, beliefs, and goals to lead the process of change is likely to be more successful than other approaches (Lee et al. 2011; Pearce et al. 2003). The transformation of devotees can be accomplished by boosting the alertness of the significance and value of longing conclusions, getting followers to surpass their own egotism, and adjusting or broadening followers’ needs. However, not all charismatic/transformational leadership is positive. The “dark side of charisma” is also sufficiently recorded and proofed by dictatorial, exploitable, and self-acclaiming appealing such as Hitler, Charles Manson, and David Koresh (Den Hartog et al. 1999; Bass, 1985). Charismatic leadership is also identified in a society that assesses accomplishments of the past and is full of stories about brave characters. All adverse attitudes such as autocratic, non-participative, or malevolent behaviour, are strongly disliked (Chhokar e. al. (2008, p.792).

Jung, Yammarino & Lee (2009) discuss that transformational leaders also deliver as role models and administer instructing and mentoring for followers' growth as soles and in groups. One distinctive aspect of transformational leaders from other types of leaders is their achievement and capability to supply helpful comments to their followers so that their followers have favourable circumstances to evolve and cultivate themselves. Those kinds of behaviours’ embolden apprentice’s knowledge and chances for future career development. Constructive motivation requires connection and immense performance expectations that initiate self-fulfilling predictions for individuals. As a result, an apprentice will be able to be endorsed and obtained as an important organizational subscriber and to anticipate and work toward accomplishing career-related goals (Jung et al., 2009; Bass, 1985).
Transformational leadership is a leadership style in which individuals will follow a leader who encourages them through vision, affection and excitement. In this sense transformational leaders can actually be seen as change commissioners, depositing the burden and growth of others above themselves. This may be far more advantageous for health service improvement (Kumar, 2013). The empowering leader does not just only distribute requests, but boosts accountability. The philosophy of empowerment is an outlook that extents further heroic leadership. In former years, the belief of a leader indicated that the attention was on him or her; the different angle positions the attention on the follower, whilst these followers acknowledge excellent assurance and control of their work. The heart of empowering leadership is the dispute to lead followers to detect the potential within themselves (Kumar, 2013).

The transformational leader symbolizes the most well-known modern view of leadership. In this leadership style the leader is distinguished by an ability to create a decidedly stimulating and consuming vision of the future and also has the potential to energize others to chase their dream. An example of a charismatic leader is Steve Jobs who gained a legendary reputation of his leadership skills. He managed to make all his followers share the same vision as his, and drive them with wisdom and effective-communication into the ultimate success (Sims et al., 2009). Sims et al. (2009) argue that the final look of leadership is the empowering leader, a person who leads others to lead themselves. This kind of leader is focused on their followers. Actually it is the strength of the followers that empowers the leader to become ‘super’. The leader’s goal is to assist the followers to cultivate their own self-leadership skills in order to be efficient in the organization.

The actions of leaders who used a transformational style could be noticed in followers who are disconnected from their leaders by either substantial or fundamental distance. Those leaders who use a transformational leadership style and who are in straightforward association with their employees can affect differently the followers’ motivation and voice attitude from transformational leaders who have roundabout connection with their employees. (Shing-min & Jian-Qiao, 2013; Shamir, 1995).

Bass (1991, 1997) state, that it may be achievable for a sole transformational leadership theory to clarify leadership and its outcomes across differing cultures. Leaders who interconnect in transformational attitudes tend to be more effective than those who do not, despite of culture.
2.7.3 Transactional Leadership
Sims et al (2009) emphasizes transactional leadership as a give and take relationship. The leader issues his or her demands and the followers have to deliver according to the leader’s expectations and calculations. Subordinates seek the leader’s satisfaction only to earn rewards and avoid consequences of failure to deliver. From a different angle Kumar (2013) explains that the transactional leader holds distinct power overall and only uses the punishment and rewards method to communicate and establish relationship with subordinates. Such way of command is vastly practiced in the healthcare industry due to the distinct hierarchy and the constant desire to reach operational and financial excellence, however, this leadership style is deemed limited in the field of service.

With more emphasis on transactional leadership, Judge and Piccolo (2004) illustrate 3 aspects of transactional leadership which are 1) The unforeseen reward, 2) Active management by exception and 3) Passive management by exception. A leader constructs expectations and its rewards, and thereafter communicates with subordinates through set channels of their creation. Specific actions and decisions are made on the results expectations the upcoming results and rewards which may vary depending on situations.

Moreover, active and passive management by exception are related to the timing a leader intervenes with necessary action. An active leader forecasts problems, monitors the subordinates’ behaviour and makes sure actions are taken prior any difficulties or problems take place. A passive leader waits until problems take place, then follow with actions (Judge and Piccolo, 2004).

Following Bass (1999), Judge and Piccolo (2004) comment that that transformational leadership styles complement transactional leadership and grant extra performance and productivity to the employees. Successful leaders merge both transformational leadership and transactional leadership in order to achieve the best results. Leader/subordinate expectations are set in the transactional leadership, transformational leadership triggers motivation and driving subordinates beyond their limits to achieve best results. Without the existing grounds of transactional leadership, the application of transformational leadership is not possible (Judge and Piccolo, 2004).

2.7.4 Democratic Leadership
Woods (2004) defines the democratic leadership as the way a leader creates harmony between subordinates by giving the right of meaningful participation in decision making of arising
matters. This method is harnesses mutual respect between the people involved in the process. Democracy creates commitment to organizational goals and values, infuses relationships and various organizational structures and creates a rich setting for sharing information and exchange of expertise.

Bhatti, Maitlo, Shaikh, Hashmi and Shaikh (2012) emphasize that democratic leadership amplifies job satisfaction as employees feel that they control their future since that they play a role in the decision making process which eventually after success lead to promotion as a reward to employees. Moreover, this process also shapes and develops new employee skills inspired by the leader’s character as well as the cross-departmental experience. Bhatti et al. (2012) add that having such an active involvement in the organization contributes also to higher job motivation and employees work hard for their own being in the organization and not only for financial benefits.

Participative leadership is to grant subordinates the permission to share the power and authority of the leader with respect to hierarchy and upon various decision making events (Sagnak, 2016). In addition emphasize Van Hemmen, Alvarez, Peris-Ortiz and Urbano (2015) after House et al. (2004) globe project that participative leadership is positively correlated to societal cultural values as well as organizational culture. Van Hemmen et al. (2015) demonstrate that participative leadership is both performance and human oriented by which mistakes are tolerable if they happen, and performance excellence is rewarded. Participative leaders are supremely structured and organized with high level of uncertainty avoidance in their workstyle as well as personal life.

Sagnak (2016) explains that the production of creative ideas as well as successful application of ideas is key in participative management. In addition to the development of knowledge, subordinates participation with leaders’ nurtures their psychologic built and works towards enhanced trust, loyalty, self-confidence, productivity, creativity and justice. In this sense, the range of sharing expertise and exchanging information is wide and allows higher opportunities of creativity and innovation.

2.8 Conceptual Framework
In this study, we have constructed a theoretical framework based on various theories regarding national culture, healthcare, leadership styles and leadership. As a core of our framework we used three of the six dimensions of Hofstede et al. (2010) national culture model. Based on the theories mentioned in our literature review chapter, we believe that
national culture has a very influential role when it comes both to companies and individuals (managers, employees) shaping leadership behaviors, styles and processes. However, dimensions of national culture by Hofstede et al. (2010) are indexes that show cultural traits and attributes of one or more countries. As a result, we believe that they are powerful key elements when it comes to the identification of the cultural impact for the leadership that is being practiced in within international businesses in a country (e.g the study that Hofstede conducted himself taking as a company IBM and applying his theory in several countries within this company).

These cultural dimensions are Power Distance, Individualism vs. Collectivism and Uncertainty Avoidance. The following framework illustrates the relationship of national culture, dimensions of national culture and leadership. As Hofstede et al. (2010) and Chhokar et al. (2008) have illustrated in their books that leadership is a part of culture of a country and it is created, progressed and shaped through that. The reason of why those indexes are so important and influence the leadership through the national culture of a country is because they can measure different attributes of the culture of a country both in a social and a business context. In our study we will use this framework to investigate an international business case like Elekta. Leadership is what makes business excel and effective leadership behavior and implementation of leadership styles that can maximize productivity to reach optimum results in the organization. That can be achieved by understanding the cultural traits of a country and cultural backgrounds of the employees, especially when it is an international business running operations in several countries.

Of course leadership cannot be practiced the same way in every company or every industry because of the many different roles that are called to play. In our case we are dealing with the healthcare industry in which the power structure comes from the clients (hospitals, clinics, consultants) and not from the medical solutions companies like (Elekta) due to high competition and the stiffness of the field (Kumar & Khiljee, 2016). That is also one of the main reasons of why we have included the attribute of healthcare in this framework to show the connection that exists between them, the countries that companies like Elekta have established business in, the disruptions of the industry, the general leadership behavior and leadership styles that exist and can be adjusted through the process of identification and analysis of cultural traits.

In our case we used the dimension of Power Distance in order to comprehend and analyze what is the hierarchical distance between people who have the power, and people who have
not. Furthermore we wanted to investigate how the relationship between those two categories interacts with each other, and to understand how a country’s national culture affects the leadership of the company and the leadership styles that have been developed there. As for the second dimension which we chose from Hofstede’s et al. theory (2010) the dimension of Individualism vs. Collectivism. Choice was made in order to find out how this dimension is working for a Swedish company like Elekta given the fact that Sweden has a high level of individualism (71 points on Hofstede’s scale) which means that employees are more individualistic when it comes to comprehending visions, teamwork and relationships of the employees of a country like Greece which has half of the points in the same scale (35). Greece is characterized as collective with employees having tight relations with each other and on several instants have been connected directly with their direct and indirect family members.

Last but not least we chose the dimension of Uncertainty Avoidance as a dimension of cultural trait because we believe that for every employee and manager within every small, medium sized as well as large international businesses, uncertainty plays a major role in their everyday business transactions management and problem solving on both short and long term. The case is interesting to investigate when you have a Swedish company from one side with its main operations in Sweden with a relatively low Uncertainty Avoidance (29 points on Hofstede’s scale), with more organized schedules, more planned actions, policies, management and its subsidiary in Greece, a country with extreme uncertainty (100 points) where anything can happen, anything can change at any point. So it is very interesting to see how they deal in Elekta-Greece with the anxiety, fears and uncertainty for the future or the employees, managers and the company itself. We believe that the mix of dimensions with the specific international organization (Elekta) and Greece as the country that this branch is established in could give us a deep understanding of the impact that national culture can have on leadership behavior as well as leadership styles.
Figure 1. Cultural influence on Leadership in Healthcare Industry

Note:

- Interconnection between Healthcare Industry, Leadership Styles and Leadership
- Impact of culture on Healthcare Industry, Leadership Styles and Leadership
3. Methodology

In this chapter the method of research is presented and explained. Authors used an inductive research approach in order to conduct the investigation of the case phenomena. It also shows how the empirical data were collected, the approach that the authors used for the data analysis and in which way the empirical findings are presented, analysed and discussed about validity and reliability.

3.1 Research Design

According to Kumar (2005, p. 84) the design of a research constitutes an actual plan structured as a strategy of examination to have research questions answered in the best practical way. The interest in applying a case study approach on the research is due to very close contact with the real world of business whereby authors can collect information interactively (Gummesson, 2005).

Case study approaches are either inductive, where data is initially collected from the case, then theory formulates and generates. Alternatively, the case study approach can be deductive whereby the case data is used to test an existing theory (Gummesson, 2005). In order to achieve the purpose of this research, authors’ used a set of theories to investigate the questions addressing the phenomenon (figure 2). In this research, we followed Doz (2011) who recommends that the Qualitative research approach is highly recommended to obtain in-depth information about the subject matter. Structure of the study is a Qualitative research method using the tradition of Naturalism, which aims to add abundant characterizations of people and interplay in common backgrounds (Bryman & Bell 2011), using Andersson (2004) scientific reasoning of the hermeneutics. Our study is based on this approach, because we seek to comprehend the impact of national culture on leadership styles. Kvale & Brinkmann (2009) underline the fact that the explanation of hermeneutics meanings is central to find a valid desired understanding.

Induction consumes a lot of time in collecting data and when it comes to analyse them there is always the possibility of any useful data or theories to arise (Saunders, Lewis & Thornhill, 2009, p.127). The reason why we use the inductive approach (figure 2) is because the data that we have collected were qualitative and also for researches that are plain case studies and are not usually generalized induction is preferred (Saunders et al., 2009). Another issue, is the high risk factor of our study since the topic is relatively unique, therefore there is a greater need of selecting the proper theories and methods, so induction appears to be by far the best approach to follow (Saunders et al., 2009).
Zikmund (1997) describes different types of research such as: 1) Exploratory research, 2) Descriptive research and 3) Causal research. The Exploratory research aims to dig up evidence for an unclear problem. The Descriptive research describes a case and finds answers to important questions about Whom, How, What, When, Where case questions. Descriptive research seeks highest accuracy regardless of the study’s margin of error. This accuracy in the descriptive research relies on the fact that there have been a previous experience and information on the fact of the matter, while the case with the Exploratory research is self-explanatory as the approach is to ‘explore’ the case problem in which there would have been any previous experience or knowledge about (Zikmund, 1997). He further describes the third type of research which is the causal research. This approach connects the dots and relationships between different variables to determine the cause/effect connections. The main question in this approach is about finding out the effect of one action on the context and what happens next as a result or a reaction. In our case the type of research that we are conducting is exploratory and inductive. On a first level, we have gathered data for a specific problem, which we analyse in order to develop a possible theory that can be applied within a wider context in parallel and more thorough studies.

In this research, we used both Primary and secondary data. The Primary data is obtained by interviews and analysed in a qualitative approach. The result of the exploratory research method is conclusive (Zikmund, 1997; Malhotra, 2007). The basis of the research method selection for the case study is on Malhotra (2007) who suggests that this type of exploratory inductive methodology is precise and highly recommended for managers. To round up this
study, we will conduct an Exploratory inductive research approach in order to obtain optimum results for their research questions, analyse them and develop a generic theory, using interviews as primary data, and in company related secondary data like company website, annual report 2014-2015, press releases and email from the head of business unit related to customer satisfaction survey.

3.2 Data Collection Process
The Primary data collection has been obtained via interviews with Elekta’s managerial and non-managerial staff. Eisenhardt & Graebner (2007) focus on that interviews provide rich empirical findings especially when the case study is new. The authors have conducted their study using semi-structured interviews via Skype with (6) employees where 5 of them were at a managerial level of Elekta Greece. The total number of employees in Elekta Greece is 12 so we managed to interview 50% of the personnel. From those 6 people we have interviewed 5 of them were the managers of the company, which is a fact that gives our study high accuracy since we are investigating the impact of national culture on leadership. As for Elekta-Sweden, we have faced difficulties carrying out the interviews with them due to organizational transformation and restructuring according to the Global Human Resources Manager. therefore, depend on the interviewees from Elekta-Greece as primary data, and we use secondary data for both of Elekta Greece & Sweden.

For the sampling process of our research we used the method of snowball, which is the process of selecting a sample using networks. In this kind of sampling one or few people of an organization are selected, and the needed information is gathered from them. Consecutively, those people were asked to pinpoint other members in the group and those pinpointed are becoming the basis of further data collection. That continues till the required number is complete (Kumar, 2005, p179). In our case we used sampling method because the sample size of the company was small (12 people) and the first individual we used that method on was the Business Unit manager of this company. So it was easier, and more time efficient for us to start with him, as he was the one that was directing other colleagues of him to us, and therefore we could interview them and get all the valuable information for our study.

The Secondary data collection has been acquired through previous literature, company website, annual report 2014-2015, press releases and email from the head of business unit related to customer satisfaction rate for those two years.
Zikmund (1997) describes primary data as information collected for a specific currently active project while secondary data is defined as historical information collected previously and was used in a different project other than the project in hand.

The reason that the authors have used both primary and secondary data served a dual purpose. First is to get inside information from the employees in Elekta-Greece about the national culture of Greece. Secondly, the leadership style that is being followed in the office, the communication and relationship of employees with managers, as well as employees with each other. Finally, their views on the economic situation of the country and the impact that it has on them and the company.

The secondary data was used to assist the authors in observing and understanding the national culture in Sweden and more specifically, Elekta as a Swedish company running operations in Greece, in order to be able to make the comparison between those two countries, and be able to identify the impact of national culture on leadership in foreign markets. Furthermore, the use of secondary data is to add more value to the author's research and clarify and validate if the primary data are reliable and can explain the research questions of the authors for this current study.

3.3 The Qualitative Interview

The method of interviewing that the authors have used to conduct this study is qualitative interviews. A qualitative interview investigates the qualitative knowledge as it explicit in everyday language and has not as a purpose to measure results in a quantitative way (Kvale, 2007). That approach looks for similar outlines of diverse point of views of the interviewee’s cosmos and describe it with words instead of numbers. That is also reciprocates in the current study since the aim is to find out the impact of national culture on leadership in international businesses.

In order to obtain the primary data, the authors have carried out semi-structured interviews, including both general and specific questions. According to Kvale (1997) a semi-structured interview is an ordinary dialogue that happens every day but the difference exists in its nature. Due to the fact that is destined for a professional interview, it serves a purpose and it consists of a particular approach and method. Semi-structured interviews are outlined in a way in order to have some questions arranged prior to the interview but they need to be open adequate enough in order for follow up questions to be inspired and produced during the interview to get more information by improvisation and not to prior planning. Although this style has to be planned in a cautious and hypothesized way that there would be fertile space for follow-up
questions to occur (Wengraf, 2001). In semi-structured interviews, argument-driven, assumption-directed questions are challenged (Flick, 2006) which the authors’ assembled on the basis of the literature review. The questions that we have designed, and selected for the interviews were based on the research questions that we have set and from the literature, which has been used for this study. The main issues and keywords in this study are national culture and leadership. Therefore, the authors have divided their questions into four parts. The first part is consisted by questions that are examining the leadership as a concept, identifying leadership styles and practices. The other three parts have been consisted by the dimensions of national culture: power distance combined with collectivism vs. individualism and uncertainty avoidance. The questions under these headings were directly linked to the leadership theory the authors’ have assimilated. The link between these keywords is the impact of national culture on leadership and that link has been considered throughout the interviews.

### 3.3.1 Interviews with managers and employees of Elekta-Greece

We have interviewed five managers from Elekta-Greece, from the Athenian headquarters (table 3). The first of the managers who’s interviewed was John Grant, Business Unit manager of Elekta Greece and Head of Office in Athens. He has been working in Elekta for 10 years and his job entails, besides of management, in-fixing, having meetings with clients, establish long term relations with them and direct work in some of the agreements and equipment Elekta has on the market. For this interview, we used Skype in order to discuss and collect primary data for their study on 12th of November 2015. The interview took about 88 minutes and was held in a friendly manner. We had a semi-structured interview guide to direct the conversation, but could talk freely and cover more topics which were decided upon in advance. With his permission, we used a professional recorder to record the interview, which made possible to obtain all the information.

The second interview was with Evi Papadomarkaki, Service Coordinator & Quality Manager in Elekta. She has worked there for 6 years and has a total working experience of 9 years. Ms. Papadomarkaki has no subordinates to manage, however she is the representative of Elekta in Greece for Quality matters. Her role is crucial for the company due to the fact that she has to multi-task most of the time in order to provide the best customer service and manage issues that occur from time to time. The interview was performed through Skype on November 23 and lasted approximately for 36 minutes. A slightly changed interview guide has been used in order for authors to conduct that conversation. The interview with Ms. Papadomarkaki was
straightforward – meaning that the authors were asking the questions and she was responding accordingly and to the point. The quality of the interview was good and we covered all relevant fields. The interview was recorded on a smartphone.

The third interview was with Spyros Drosos, Account Manager of Elekta-Greece. Mr. Drosos works in the same position for the last 8 years. His work focuses on customers and hospitals regarding their accounts and sales of medical equipment. This equipment belongs in the radiotherapy and nuclear medicine field. This interview was performed via Skype on 25th of November and with the help of the interview guide, this interview lasted for 37 minutes. The conversation was fluent and straightforward. Mr. Drosos was a very active contributor by answering the questions and giving us good information about the topics that needed coverage such as leadership, decision making and culture. Likewise the previous ones, this interview was recorded on a smartphone.

The fourth interview was with Ioannis Pantalos, Commercial Manager of Elekta-Greece. Mr. Pantalos works in Elekta-Greece for the last 10 years and as a commercial manager the last 5 years. His work focus is dual: Firstly, his focus lies within the sales and contracts with doctors, physicists and lobbying in the Ministry of Health, as well as the radiotherapy community of medical physics. The other one has to do about service contracts and internal control of the company when it comes to procedures and protocols that have to do with the customers and the general rules of Elekta-Sweden. His team consists of 2 team members which are also managers that the authors have interviewed; Spyros Drosos and Evi Papadomarkaki. This interview was performed on 26th of November via Skype and with the interview guide and open discussion, it lasted approximately 54 minutes. Mr. Pantalos helped us cover the parts we needed and gave us some new valuable information about Elekta-Greece. Once again, this interview was recorded on a smartphone.

The fifth interview was with Mr. Dimitris Tsiaoutsias, Service Team Leader of Elekta-Greece. Mr. Tsiaoutsias works in Elekta-Greece as a service team leader the last 7 years. His work focus is multiple. He works with maintenance and installations of equipment that have been sold to customers and he also performs as a project manager. Mr. Tsiaoutsas’s team consists of 5 engineers and their task is to install accelerators and simulators for oncology medical treatment. This interview was performed on 27th of November via Skype and with the
interview guide and open discussion, it lasted approximately 42 minutes. Mr. Tsiaoutsias helped us cover the parts they needed and gave them valuable information about Elekta-Greece. The interview was recorded on a smartphone.

The last interview was with Mr Tassos Episkopakis who is a field Engineer in Elekta Greece. He works in Elekta-Greece for the last 10 years as a field engineer. His work aim is to perform preventive maintenance, service and installations, but also to assist with the issues regarding medical physics. This interview was performed on 9th of December via Skype and with the interview guide and open discussion, it lasted approximately 37 minutes. Mr. Episkopakis helped us cover the parts we needed by providing valuable information about the role of field engineers in Elekta-Greece and the leadership of the company. The interview was recorded on a smartphone. In the following table we present a synopsis of our interviewees regarding their name, nationality, years in Elekta-Greece and their position in the company.

**Table 3: A synopsis of the Interviewees**

<table>
<thead>
<tr>
<th>Name</th>
<th>Nationality</th>
<th>Years in Elekta Greece</th>
<th>Position in Elekta Greece</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Grant</td>
<td>British/Greek</td>
<td>10</td>
<td>Business Unit Manager</td>
</tr>
<tr>
<td>Evi Papadomarkaki</td>
<td>Greek</td>
<td>6</td>
<td>Quality Manager</td>
</tr>
<tr>
<td>Ioannis Pantalos</td>
<td>Greek</td>
<td>10</td>
<td>Commercial Manager</td>
</tr>
<tr>
<td>Spyros Drosos</td>
<td>Greek</td>
<td>8</td>
<td>Account Manager</td>
</tr>
<tr>
<td>Dimitris Tsiaoutsias</td>
<td>Greek</td>
<td>7</td>
<td>Service Team Leader</td>
</tr>
<tr>
<td>Tasos Episkopakis</td>
<td>Greek</td>
<td>10</td>
<td>Engineer</td>
</tr>
</tbody>
</table>

(Own Construction)

**3.4 Method of Data Analysis & Presentation of Empirical Findings**

The progress of data collection and data analysis should be mutual, which means should interact constantly back and forth. Analysis should not only appear after the data have been retrieved but also before and during the data collection procedure (Saunders et al., 2009, p. 490). Data that have been recorded throughout interviews and questionnaires have to be
transcribed in a short period of time after the audio-recorded interviews/questionnaires have been handled, in order to make the data conformable and significant (Saunders et al., 2009, p. 492). They added that when it comes to analysing qualitative data, it can be performed through a specific pattern or a mixture of patterns of the following methods. These methods are 1) summarising, 2) categorisation and 3) structuring of data. The categorization of our findings according to the main characteristics of the research, they form sections and categories (Yin, 2009). The step that has been followed after transcribing and reforming them as empirical findings is to analyse them by the method of categorization in order to investigate and create a connection between the findings and the theories. Our findings that have been presented in chapters 4 and 5, they have the same titles as we wanted the reader to be able to read and actually relate the parts of the findings to those of our analysis.

### 3.5 Data Validity & Reliability

Data Validity is a scientific study on specific data by the means that this data proves to be strongly based and constructed, as well as characterized for its high value of accuracy (Brain’s, Willnat, Manheim & Rich, 2011). Noble & Smith (2015), mention that validity principle and utilization of the methods set in motion and the accuracy in which the findings meticulously mirror the data. At this stage, authors’ project the Collected Data findings on the Theory and study the implications of Elekta-Sweden & Elekta-Greece. Presentation of Study Findings highlights an emphasis on the validity and reliability of the study results. Bryman & Bell (2011), indicate that authors’ can have high validity when the investigations relate to the theory at a satisfactory level, and authors’ have a creditable reliability when we, the study conductors agree on the observations and findings at a satisfactory level (table 4). On the same level, Kumar (2005) presents data validity as the capability of an apparatus to scope what needs to be scoped. In addition, for Qualitative research methods, Bryman & Bell (2011) describe the four types of Trustworthiness of research results in the following table as follows:

**Table 4. Types of Trustworthiness**

<table>
<thead>
<tr>
<th>Type of Trustworthiness</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credibility</td>
<td>The credible representation of a research result. High credibility means that the research results respond highly to the rules, and are highly confirmed by social reality factors.</td>
</tr>
</tbody>
</table>
Transferability | Presents dense informative details about a specific part of a culture.
---|---
Dependability | Is about how much does a researcher describes the complete reality of the research stages and processes adapted throughout the analysis.
Confirmability | Is about the objectiveness of the research and the level of scoring objectivity and not subjectivity (‘Personal Opinion’).

The following presents the Trustworthiness level of our research:

1- **Credibility:** We made sure to voice record all of our (6) interviews with the Managers and employees of Elekta-Greece. We created transcripts of the recorded interviews, which were sent back to the Interviewees to check the validity of the data and grant us their approval to proceed and use the information mentioned. This method is used to avoid confusion or information error and these transcriptions are also attached in the research appendix 3.

2- **Transferability:** In this part, we made sure to describe the organizational culture of Elekta-Greece as well as the local culture and its connection to their leaders and leadership style.

3- **Dependability:** Every stage of the research and every process are thoroughly described in order to maintain a natural flow of the research and make the reader understand live the reality of the events at all times.

4- **Conformability:** At this stage, authors’ made sure that the context of the investigation responds technically and objectively to our theoretical framework at the first hand, and then the semi structured interviews gave us as well as our interviewees the freedom to expand the questions and ask about specific details which also conform to our research questions and methodology. Interviewees’ personal opinion existed at the some point which authors’ could also relate, and connect to the scientific context. All data mentioned in this research has been authenticated and registered.

According to Bryman & Bell (2011), reliable data reflect identical results in fixed cases regardless of the circumstances which also stand for that data as being considered valid and Trustworthy. While Noble & Smith (2015) describe reliability as it ‘describes consistency within the employed analytical procedures’. Moreover, Kumar (2005) argues that reliability is the consistency, stability, accuracy and predictability of a research instrument. The greater these characteristics are the greater reliability holds the research instrument. Kumar (2005) illustrates 5 factors which are presented in the following table related to the reliability of a research instrument which are:
### Table 5. Factors affecting Reliability of data

<table>
<thead>
<tr>
<th>Factors affecting Reliability of data</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wording of Questions</td>
<td>Questions must be clear to have effective response, if not clear enough, response results will be off the plan.</td>
</tr>
<tr>
<td>Physical Setting</td>
<td>Slightest change in the interview setting creates variance in response.</td>
</tr>
<tr>
<td>Respondent’s Mood</td>
<td>Change in respondent's mood affects response.</td>
</tr>
<tr>
<td>Nature of interaction</td>
<td>Interaction with different interviewees in a repeated interview might affect the response.</td>
</tr>
<tr>
<td>Regression effect of instrument</td>
<td>When the instrument measure the attitudes after completing the interviews, as the interviewee say: ‘I was too negative/positive’. On a second time interview, they may express their opinion differently.</td>
</tr>
</tbody>
</table>

(Own Construction, Adapted from Kumar, 2005)

In our case we have recorded and transcribed the interviews as evidence, reference and to abide the rules of reliability. We tried to make the questions of the interview as simple as possible so there would not be any misunderstandings and we have also asked all the respondents taken place in our research if they agree for their names to be published as they are in our study and all of them replied positive.
4. Empirical Findings
Here authors present the complete findings from the interviews with the five managers of Elekta in Greece and 1 non managerial member. They divided this part into three headlines with subheadings, consisting of the dimensions of national culture (power distance, individualism versus collectivism and uncertainty avoidance). Parts from all interviews are presented within each dimension.

4.1.1 The role of the Leader
Based on the collected data, the study presented the position of a leader in two different models: Firstly: As a business leader in Greece, Secondly: As a leader of a foreign company operating in Greece Elekta-Sweden (table 6). According to Hofstede et al. (2010) dimensions of national culture, Greece scores (60-PDI), (100-UAI) and (35-IDI). Creating a base on the general view of a Manager in Greece according on the opinions of the employees in Elekta-Greece when asked about their previous employment experience in other companies prior their employment in Elekta-Greece, and their general view on other managers in businesses they came to contact with, that the Manager in Greece in general applies a Bureaucratic Management style in the organization in which it presents a High PDI (Drosos, 2015). On the contrary, Elekta-Greece’s Business Unit Manager as well as the remaining direct report managers apply and conduct a Democratic, Participative and Consultative Managerial style in the organization by which they involve all of the employees in the process of decision making and inspires creativity and team spirit in the organization (Papadomarkaki, 2015).

From the findings authors determined that being a leader in the field of health care services, a manager should have a role similar to a maestro of an orchestra (Pantalos, 2015). He added that Mr. Grant is the maestro, and as a person he is ‘more Greek than Greeks’ since that he lived in Greece for 30 years and was able to understand the Greek culture and adapt the national culture of Greece to the Swedish work-style, therefore, created an special environment in Elekta-Greece. Following those comments, all respondents agreed that being a leader is about being a person of excellence, a true negotiator, a skilful communicator and in general a role model who is ethical and cooperative. Grant (2015) and his subordinate managers view on leadership is that it should be democratic, open minded and respectful. Managing a company in a democratic way is considered a good recipe, at least for small companies in order to be in a good market positions and to have a very good employee satisfaction, according to (Episkopakis, 2015). In addition, managers in Elekta-Greece have open doors for everyone in the company and they constantly communicate with each other, exchange ideas with the other managers and the staff in order to solve a problem, according to
(Drossos, 2015). He added that Mr. Grant has a ‘very attractive mix of character’ by which he
has both the Greek friendliness and the English gentleness in his way of management.

Moreover, a leader is someone with the ability to lead and guide people, someone that can
influence people to achieve excellence and persuade them to take or accept even difficult
decisions (table 6). A leader should be someone who can mentor and empower others,
according to (Papadomarkaki, 2015). On the same context about leadership and leaders,
defined (Tsiaoutsias, 2015) that a leader is someone who needs to have a holistic view about
the goals of the company and also the possibilities and approaches that the group can work
together as a team. Lastly, (Pantalos, 2015), stated that a leader has to be involved directly
with the problems, not only the problems that they face but also with their colleagues
problems and be in the first line to support them.
Grant (2015) explains that the ‘Manager Review Meeting’, is an interesting exercise which
is held regularly every 1-1.5 months within Elekta-Greece that illustrates the leadership style
within the organization and the practiced (Low-PDI/UAU/IDI) in the organization. All
employees at all levels are obliged to attend this meeting and should prepare their discussion
points two days prior the meeting. Those notes include problems that need to be solved,
priority of these problems according to the business context and suggestions for problem-
solving and finding new ways to conduct the business operations. Positive and constructive
critique is exchanged, immediate solutions of current affairs are proposed and applied
momentarily, and other issues which require processing time are adjourned to the following
‘Manager Review Meeting’ under ‘Update or Feedback’ on this action item.
This exercise originates from the Leadership style of Mr. Grant as well as the institutional
training programs within Elekta-Sweden. (Trossos, 2015) indicate that in Elekta as an
organization, training sessions are carried out in their Headquarters in Sweden every year by
which individuals from Elekta-Greece are nominated to undergo these leadership
development programs. According the Elekta’s Annual Reports (2014-2015), this leadership
development program serves as a vital tool for the growth of those nominated managers to
serve the role of future leaders within their organization.

4.1.2 Hierarchical distance between Managers and Employees
Regarding the distance between the staff and the managers, authors concluded that all
interviewees agreed that a manager should have their doors always open for their staff and be
as close as possible to them. Characteristically Pantalos (2015) stated that he believes in the
freedom of speech and in Open Doors; which means freedom to speak, to think and to contribute (table 6).

He added that managers should have their doors open for the staff to give them advice and consultation when it is needed and solve all possible problems that occur at all times. All managers shared the same view this matter and that is crucial for a great manager. That is nothing else than be able to listen to their staff and always is ready to help them and guide them by providing feedback and critical comments on their work.

According to Tsiaoutsias, (2015) a manager should keep the team together as much as possible and allow team members to express disagreement. He continued to positively state that due to the fact that Elekta-Greece is a small business unit and the leadership practiced there is very much democratic expressed by open doors, honesty, general and specific discussions and a common decision making practice between the managers and the staff (table 6).

A good example was given by Drossos (2015) that the distance in Elekta-Greece and other companies that he worked before were totally different. As an example he added that when he was in a previous employment experience that he requested to see the CEO of the company with regards to some complaints, but it took about two months to have a meeting with the CEO who rejecting those meeting requests along the past the two months. He was surprised of its former manager attitude given the fact that the company was comprised of 15 people and he could have made time to meet him. He concluded that in Elekta-Greece the situation is quite the opposite and he is very glad about it.

Furthermore we have also found that almost all of our interviewees commented that are fond of flat hierarchy and strongly believe in team spirit. For instance Pantalos (2015) stated that relationships are also open with his team and the rest of the colleagues in the office. Most of those colleagues became friends. Being there for his employees and dealing with their problems is very important. Team also go out very often and organize team building workshops as well like once a year or twice a year so they will get better and build stronger bonds.

Papadomarkaki, (2015) illustrated that the distance between managers and the staff is low compared to other companies in Greece where she has worked before. Characteristically she said that the traditional way of management in Greece is autocratic, where the manager gives orders and the rest have to follow no matter what they believe, while in Elekta-Greece the leadership style implemented by the CEO of Elekta-Greece, Dr. John Grant, is democratic and
everyone in the office has open doors showing that everyone is welcomed to discuss or ask for something from their managers.

Our results have shown that the leadership in Elekta Greece is more democratic than the majority of companies in Greece. Most of the things are happening on the surface are being discussed, and they take a decision as a team and not as individuals. They act accordingly to the result of the meeting and the result of the conversation so it’s more efficient to implement the plan when there is team spirit. Of course the team has to be very flexible and need to be open in this kind of conversations (Episkopakis, 2015). To summarise the findings of the power structure of Elekta-Greece, in the following table we present the most relevant points of the two presented themes (The role as a Leader, Hierarchical distance between the staff)

**Table 6. Results of the Power Structure findings of Elekta-Greece**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>The role as a Leader</th>
<th>Hierarchical distance between the staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Grant</td>
<td>Focused and open for discussion</td>
<td>Open doors and discussion</td>
</tr>
<tr>
<td>Evi Papadomarkaki</td>
<td>A manager should be open for their staff</td>
<td>Everyone is welcomed</td>
</tr>
<tr>
<td>Dimitris Tsiaoutsias</td>
<td>Holistic view about the goals</td>
<td>Managers should always be close to their team</td>
</tr>
<tr>
<td>Ioannis Pantalos</td>
<td>Fond of flat hierarchy</td>
<td>Team building workshops</td>
</tr>
<tr>
<td>Spyros Drosos</td>
<td>A manager should have open doors for their staff</td>
<td>The is no distance between colleagues</td>
</tr>
<tr>
<td>Tasos Episkopakis</td>
<td>Democratic way of leadership is a good recipe</td>
<td>Openness and Adaptable</td>
</tr>
</tbody>
</table>

Source: (Own Construction, Interviews)

**4.2.1 Relationships between Managers and Employees**

From the interviews, authors’ found that constructive communication between people in a healthcare company is crucial. The interviewees mentioned that Elekta is a both a
manufacturing and service business which produce and sell specialized products and services that suit customer needs. Their employees are both office workers and field workers. Those in the office are usually medical physicists, economists, engineers who are responsible for the operations of the company and selling of products, after-sales relationships, and development of the market share and there are field engineers which are travelling through Greece and abroad (Cyprus, Albania, Malta) to help in maintenance of the products in hospitals or meet and assist other customers. They also mentioned that they have open doors for the staff to feel free to ask them for advice when needed and not wait to express dispute when they think they have a better idea on the monthly meetings or when they don’t agree with their superiors. Pantalos, (2015) states that they always have open doors in the office, they are negotiating every day and they are prioritizing all problems and try to solve them 1 by 1 while retaining excellent communication and friendly relationships with everyone in the office (table 7). He also pointed out that in Elekta-Greece they have an excellent environment, open doors for everyone, they negotiate; communicate between them for all the possible problems they can face. Main objective is to maintain success and high employee satisfaction level which is around 90%.

Papadomarkaki, (2015) states that excellent relationships make the team succeed and achieve its goals. Characteristically she said that she has a great communication and cooperation with everyone in the office. Opinions about problems are shared between colleagues and managers, and with her colleagues she is more open as they all know the problems that each and everyone are facing. She has also mentioned that high-level managers are very interested in their problems as well so they can try to have open discussion in order to help them communicate better with the managers, among the teams and avoid problems to build stronger bonds (table 7).

Except from the fact the they have open doors for everyone, there is also a high goodwill about each other, and they try to solve their problems in a team effort and spirit so they will not have to stand alone facing the arising issues (Drossos, 2015). He had also pointed out that effective communication and strong relationships in Greece are of vital importance, especially now with the financial crisis that they try their best and stay united. On the same line was Tsiaoutsias (2015) added that they communicate everyday with each other and talk about any occurring issues to support and assist as much as possible. It can also be by visiting sites along with them and try to solve that problem which also means traveling long distances. He stated that he is always available and the team can call him whenever they want or need
anything. That’s the way he assures communication, support and better relationships within a team.

Grant (2015) pointed out that although it is a bit of an irony that Greeks are emotional, but the interpersonal respect is a very crucial element for them. He believes that effective communication and strong relationships can be built through respect with the people he works with. To win respect and to gain respect as an individual, as a person is what he strives to do. Giving orders, pushing and threatening are ways that can never give a good result, enhance communication or build strong relationships among the team. He stated that everyone has to show respect to the other person as an individual in order for relationships to work. Moreover, Episkopakis (2015) states that the relationships between his colleagues in the office are quite friendly, some of them are even friends, and he also adds that this behaviour is a Greek trait of culture. The fact also that they are just a few people in the company makes it easier for them to know each other and have an efficient smooth relationship and active communication where they sit down and discuss in order to overcome any occurring problems that may appear eventually.

4.2.2 Organizational Planning

From the findings it can be concluded that in organizational management a lot of decision making processes are performed according to situations. All of the respondents agreed that a manager should take the final decision in the business planning, but a leader should be able to negotiate and be flexible in their decisions, taking into account also their colleagues’ point of view.

Furthermore in the findings it has been found out that is important for the managers and the employees to participate in meetings regularly so they can be always on the same page. The national culture of Greece also plays a major role in the organizational planning. Elekta’s Business strategy is to be always there for the customer, remain number one in the Greek market and also increase the market share even more, according to (Papadomarkaki, 2015). That means they need to multi-task, work extra hours, run to client work sites all the time and give their 100% effort. She has also pointed out that “philotimo” is crucial in the workplace, the Greek business environment and society. It is a Greek word which cannot be translated in other languages and is a unique trait of the Greek culture and society. As she stated all of her colleagues in Elekta-Greece have this ‘Good-will’ to do their best to fulfil all the requirements in order to help each other in the workplace but also their customers.
In decision making processes, individuals should be open minded, to think outside the box and the fact that they live in Greece then many issues can occur which can interfere with the time/task schedule a team member needs to take that as an example to solve the problems, says (Drossos, 2015). He adds that decision making processes should be made through an investigation with the customer to know what the products are and services they need, therefore, Elekta can propose the best solutions for those situations and requirements. He also added that they try to be more customer focused in order to reach the best market results. They organize the entire sales process, and then when they receive the order they have to organize how to deliver it, install it, and train the customers on product functions. At the end of the day it's not just a sale that you have to complete, it is the contract requirements which force you to constantly work with the client during the sale and after the sale for the entire procedure in order to make the customer satisfied, concluded (Drossos, 2015).

Having business stability within Elekta-Greece is pretty difficult since situations can change a lot on a country level and it’s not easy to stick all the time to similar protocols or processes, according to (Tsiaoutsias, 2015). He also mentioned what Ms. Papadomarkaki stated earlier about “Philotimo” which he uses it both on his team and the customers. When someone explains how a situation can be they can get a pretty good response from all sides. For example when he needs to be in two places same time but can’t he discusses it with his team and send someone else instead of him and reassuring that he will be available no matter what so the situation will be solved. So every situation that occurs can be different and will need to be treated in different ways.

On the same track as the others was Grant (2015) who added that the business planning at different points has to do with the national culture of Greece and the culture of clients. He added that it is very common before starting to talk about the health situation and the products with the patient or the hospital to have a preliminary discussion about politics, family etc. Customers want to discuss about current events and political situations before they start talking about business related matters (Grant, 2015). As an example he mentioned that patients are curious to know what he thinks about major issues that are happening around, the situation of the country, about Elekta, himself etc. So in order to start planning and talking about business and services it is required to establish trust between him and the customer. He has also mentioned that maybe this approach would be considered inappropriate in Sweden, talking about every one's personal life in a business environment, but in Greece is kind of a “must” in order for the collaboration to be continued.
Another business planning approach is according to Episkopakis (2015), to always be structured and have a very good weekly times schedule of the tasks to do, because they are not working only in Athens, where Elekta-Greece office is, but they also need go to islands and other places in Greece and to travel abroad because to offer services and do installations in countries like Malta, Cyprus and Albania. So they always have to keep in mind the schedule. Furthermore, customers need to be approached in their premises to know their situation and what actions can be done since that every situation is differs from another. So we have to be prepared to study and read the manuals of the products before approaching the client. So the schedule is the most important aspect, to know where to go, when to go and what to do to fulfil the requirements on the site.

4.2.3 Motivating Employees
The most important motivational factor that everyone has agreed on is that everybody in the team feels part of the group, interacting in taking decisions and having responsibilities. Another important motivational factor is that good work is recognized, and managers are giving credits to their employees for the work they have done in addition to bonuses (table 7). The team stays also motivated due to the nature of the job by which they contribute to healing cancer patients, and this keeps up the standards of the company regarding customer satisfaction high. Elekta-Greece has earned 82.9% customer satisfaction level in year 2014, and earned 76.7% customer satisfaction in 2015.

For her motivation, Papadomarkaki (2015) explains that it is to share her manager’s vision, and goal. Motivation for her is creative stress where she is anxious, pressured and trying to do her best in order to be successful. Communication and open doors that exist in Elekta-Greece is a way of motivation for her. The great relationship with her manager who respects her and the rest of the team and this is something in that keeps her motivated in her daily work. Mr. Drossos, (2015) adds that they receive a bonus, if they achieve their targets which are a type of motivation. He also stated that they are motivated in the office in Greece because they work as a team, share the same goals, they don’t have conflicts and support each other. Although due to the unstable situation right now in Greece and Elekta AB, after they have fired the CEO, they don’t feel motivated in the office because this situation creates emotional instability and stress for the team in Elekta-Greece.

According to Mr. Tsiaoutsias (2015) there is always a reward as motivation for the employees who achieve their goals. Other than that motivation can be the good working environment, the
client environment, and the support employees can get when they need it. Pantalos (2015) was very direct with his answer stating that it is not only the bonuses they have as employees in Elekta, not at all, but what is motivating employees in Elekta-Greece is the recognition of their work by the customers (table 7). He was very proud to give an example of an engineer from his team who got excellent comments from a customer and he stated that his team is highly motivated and their satisfaction reaches 90% in the inner surveys that they conduct. Episkopakis (2015) mentioned that his motivation in his job is the job itself. As he characteristically said “It is very interesting to interact with the patients and then of course to build 10 linear accelerators”, those of which function as radiation therapy instruments. He also stated that they have bonuses when they achieve specific goals but it is not the main motive for him. Last but not least, Grant (2015) stated that looking for excellent people to employ is itself a motivational factor for those who work in Elekta-Greece. Survivor as a company in the current economic situation and retaining of a paid occupation and people know the importance of success. To summarise the findings of the structure of the working environment in Elekta-Greece we have presented the results in the following table, showing the connections between the communication, planning and motivation.

Table 7. Results of the findings related to Elekta-Greece’s working environment.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Communication and Relationships</th>
<th>Organizational Planning</th>
<th>Employees’ Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Grant</td>
<td>Effective communication and</td>
<td>Customer focused and</td>
<td>Operational Excellence</td>
</tr>
<tr>
<td></td>
<td>strong relations through</td>
<td>good time/task</td>
<td>quality employee retention and recruitment of talents.</td>
</tr>
<tr>
<td></td>
<td>respect</td>
<td>scheduling</td>
<td></td>
</tr>
<tr>
<td>Evi Papadomarkaki</td>
<td>Excellent relationships make</td>
<td>Multi-tasking, team</td>
<td>Mutual respect with the</td>
</tr>
<tr>
<td></td>
<td>team succeed and achieve</td>
<td>work embracing</td>
<td>manager and sharing visions &amp; goals</td>
</tr>
<tr>
<td></td>
<td>goals</td>
<td>“Philotimo”</td>
<td></td>
</tr>
<tr>
<td>Dimitris Tsiaoutsias</td>
<td>Daily communication team</td>
<td>Process and protocol</td>
<td>Good working environment &amp; bonuses</td>
</tr>
<tr>
<td></td>
<td>work motivation</td>
<td>control</td>
<td></td>
</tr>
<tr>
<td>Ioannis Pantalos</td>
<td>Open doors, communicate/negotiate</td>
<td>Prioritizing issues</td>
<td>Recognition of their work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and solving them 1</td>
<td>by the customers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>by 1</td>
<td></td>
</tr>
<tr>
<td>Spyros Drosos</td>
<td>High good will to solve</td>
<td>Think outside of the</td>
<td>Bonuses and teamwork</td>
</tr>
<tr>
<td></td>
<td>problems in a team effort and</td>
<td>box</td>
<td></td>
</tr>
<tr>
<td></td>
<td>spirit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tasos Episkopakis</td>
<td>Discuss through problems</td>
<td>Structured work and</td>
<td>Job itself is a motivation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>very good scheduling</td>
<td></td>
</tr>
</tbody>
</table>
4.3 Uncertainty in Greece’s socioeconomic environment

From the interviews that have been conducted with the managers of Elekta-Greece, it can be concluded that Elekta-Greece has not suffered a lot from the global financial crisis, like most companies in Greece, due to the precautionary measures anticipated and performed by the management and the parent company; although things have changed and keep changing in the markets. The levels of uncertainty have risen compared to the period prior the crisis, however, Elekta Greece hold 70% of the market share in Greece and also holds 100% of the market share in Albania, Cyprus, Malta in which the office in Greece is responsible for. From a different angle, even if Elekta is present all over the world and owns 100% the office in Greece. The Business Unit Manager of Elekta-Greece, points out that “you feel more certain about what are you doing and how your day and near future will be if you work in UK or Sweden than in Greece” (Grant, 2015).

Papadomarkaki (2015) stated that the economic climate in Greece causes depression and disappointment to the employees there in the office and what they have to do is try to avoid this depression stay focused on their work and their goals and be as positive as they can for the future. One way to avoid all this depression and bad economic climate is to create team bonding events in Elekta-Greece, in order to encourage each other (table 8). She added that the bright side in all of this is that their salaries have not gone down in comparison with many other businesses in Greece.

Drossos (2015) mentioned that he always feels stressed at work. He is quite anxious as a person and he wants to be perfect in his work and achieve 100% because in Elekta-Greece they are customer focused as a company. They want their customers to be satisfied which means that this continuous goal may give him an extra concern. So he has to work overtime sometimes in order to complete his job and the only thing he can do is to prioritize his tasks and to have time management.

When it comes to the uncertainty about the economic situation and the financial crisis in Greece, he pointed out that the capital controls which were implemented in the summer of 2015 made things even worse and more uncertain since they could not follow the same procedures and patterns as they used to do till now. Job insecurity is what makes Mr. Drossos anxious. There is high unemployment, that means insecurity, aggressive competitors, and a general instability in the Greek society and economy which creates even bigger percentages of uncertainty.
The same opinion is shared by Tsiaoutsias (2015) who illustrates in his interview that there are multi-tasking activities which are very stressful. The fact that they have to focus a lot on customers and discussions and paperwork, the maintenance of the systems that they need to update and the customer support management system is too much work to do and it is stressful itself. He also mentioned that high performance and excellent delivery service can be stressful for his work, especially under this economic climate and depression in Greece. The positive fact is that in Elekta-Greece doesn’t have any issues with payments with the current capital controls situation which is positive for the company.

Pantalos (2015) stated that stress is always present but they have to deal with it. It is a question of experience for him, the more experience someone has the less stressed they are. For him it is always present and coming mainly from the bureaucratic situation of the Greek health care system. He also mentions that they don’t feel stressed inside the company due to their relationships with the employees (table 8). As far as it concerns the economic crisis in Greece, he stated that they didn’t reduce any salaries of their engineers or their other employees because he is trying together with John Grant to keep the standard of living, salaries and bonuses as it was prior the crisis, and they have succeeded. The situation needs to be stabilized though in order for Elekta-Greece to be able to keep salaries and work at the standards that it was so far.

Economic crisis in Greece has affected all the people living in Greece up to some point, for some it is more and for others it is less. As for the impact of the financial crisis on Elekta-Greece, he mentioned that Elekta is a healthy company with zero financial problems as it is both a successful company with a big market share and is also running under the umbrella of Elekta-Sweden. Therefore there are not any problems inside the company regarding its finances, working relations, management that has to do about the financial crisis in Greece (Episkopakis, 2015).

4.3.1 Facing the Greek Bureaucracy
In order to fulfil the purpose of the business, a need to acquire new contracts from both public and private sectors is crucial for the survivor of Elekta-Greece. Usually the largest contracts in value were offered by the Government whereby the value of these contracts can reach millions of Euros (Grant, 2015). Application for a public tender is a complicated work that involves many details. Mr. Grant mentioned that for example it is often needed to fill a 100 technical questions sheet where answers need to be provided with references to every single point with product information in a sense that these information contribute to prove why one
company deserves to have the tender more than the other, with evidence about all information mentioned in this application.

All competitors have the right to file ‘Legal objections’ against the opponent(s) offer based on errors detected in the tender applications and justification on why would this competitor be excluded from the public tender. In many instances, Legal battles go back and forth in courts of law, a matter than can delay a tender to a period between 1-3 years which is totally problematic basing on the high value of the contract in which that it is still not in hand and at the same time, there is a need to acquire other contracts than the contract in dispute which is at one point a loss of both time, effort and money. An additional tension follows after winning the tender and is linked to legal terms and conditions related to the installation of the new machines, subject of the tender (table 8). Greek bureaucracy enforces commitment to deadlines and in case that an installation deadline is missed, then as a penalty the company does not get the invoices paid by the Greek government, and the treatment machines have to be installed.

4.3.2 Uncertainty on the inside: Elekta-Sweden AB
Internally within Elekta-Greece, there are still on-going conflicts and tensions with Elekta-Sweden policies. Mr. Grant mentioned that Elekta-Sweden aimed to apply its new business operations model world-wide, the case that was not possible to apply in Elekta-Greece due to three factors. Firstly: The model suggests dividing Elekta into 3 mainstreams by which the processes become specialized (Sales, Service and after service order fulfilment). The difficulty in this part for Elekta-Greece is that they don’t have enough staff to comply with this model.

Secondly: Elekta-Greece with its 12 employees support and conduct business with 4 countries which are ‘Greece, Malta, Cyprus and Albania’. Large business and operations pressure by which all employees help each other all the time to make their schedules proceed as good as possible. This means that all staff work on all 3 business lines, so by dividing them Elekta-Greece will not be able to conduct its business and eventually lose it all to competitors. All employees stand together and help each other under the difficult circumstances of multi-tasking and limited time frames of delivery of services. They all stay strong together in difficult times this is inspired by the goodwill or ‘Filotimo’ where all Greeks stand united in difficult times, trust, believe and support each other regardless of how complicated situations are. Goodwill here is taken for granted.
Thirdly: The customers of Elekta-Greece do not accept to communicate and conduct the business deal and agreements with many employees. They would like to always communicate with the person who has closed the deal with them and not anyone else. If for these clients a new employee takes the contract to manage their account that would be a major problem for them and the employees.

Another finding we got from the interviews is that despite of the knowledge of Elekta-Sweden about these circumstances within Elekta-Greece, an important indication during the context of interview with Mr. Drossos was that Elekta-Sweden AB stresses on that the employees register their exact working hours on a daily basis. Due to the heavy business and being under staffed, all employees in Elekta-Greece work extra hours every day because of the high amount of multitasking and having distances to travel frequently in order to perform maintenance and contractual service or conduct new business. Having said that and the objection of Elekta-Sweden to approve new recruitment of employees to be on board of Elekta-Greece puts both the Management and employees of Elekta-Greece under pressure to fulfil this formality imposed by the general policy of Elekta World-wide.

Based on Elekta’s Annual Reports (2014-2015), it is an Elekta policy to comply with labour laws and local regulations when it comes to employee rights and working the right legal amount of hours every day, however, it is already communicated by the Management in Elekta-Greece how the work is being done in detail at Elekta-Greece, yet the pressure from the Human Resources department and Management in Elekta-Sweden AB takes a different direction enforcing the mention of exact ‘legal’ working hours during workdays and weekends when necessary, the subject of matter that presents hidden indications and tensions between the two countries’ management approach. To sum up, in table 8 we have gathered and presented the major points that our interviewees have stressed out regarding Greece’s financial environment and the parent company’s organizational environment.

Table 8. Results of the findings related to Greece’s financial and Elekta’s organizational environment

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Uncertainty in Greece’s socioeconomic environment</th>
<th>Facing the Greek Bureaucracy</th>
<th>Uncertainty on the inside: Elekta-Sweden AB</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Grant</td>
<td>Elekta- Greece is very successful despite the global financial crisis</td>
<td>Incredibly slow and ineffective bureaucracy</td>
<td>Issues applying the operational business model</td>
</tr>
<tr>
<td>Name</td>
<td>Description</td>
<td>-</td>
<td>Reason</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Evi Papadomarkaki</td>
<td>Salaries have not been reduced</td>
<td>-</td>
<td>Increased need for multitasking</td>
</tr>
<tr>
<td>Dimitris Tsiaoutsias</td>
<td>Current capital controls have not affected Elekta Greece</td>
<td>-</td>
<td>Increased need for multitasking</td>
</tr>
<tr>
<td>Ioannis Pantalos</td>
<td>Elekta to maintain standard of living to its employees</td>
<td>-</td>
<td>Increased need for multitasking</td>
</tr>
<tr>
<td>Spyros Drosos</td>
<td>Job insecurity due to the financial crisis in Greece</td>
<td>-</td>
<td>Problems due to being understaffed</td>
</tr>
<tr>
<td>Tasos Episkopakis</td>
<td>Crisis has affected Greece but not Elekta-Greece</td>
<td>-</td>
<td>Increased need for multitasking</td>
</tr>
</tbody>
</table>

Source: (Own construction)
5. Analysis

In order to present the analysis through a reader friendly manner, we will use a categorization approach by which an examination of the theoretical framework model, the research questions and the empirical findings is emphasized and then the result of this study arises. The data were-categorized under the same subitiles as in the Empirical findings, and the Analysis will connect the Leadership with the cultural dimensions and therefore examine the role of the Business Leader and Managers in Elekta Greece and the special phenomena uncovered in this case study.

5.1.1 The role of the Leader

Greece is an intermediate-power-distance society, which means there is a belief that hierarchy should be appreciated and inequalities amongst people are adequate. The score of Greece is 60 which indicate that dissimilar allocation of power legitimizes the fact that people with power have more benefits than those with the less power in society (Hofstede et al., 2010). In other words, Greek managers prefer to keep their status quo high, as people with power who are not in need of their subordinates opinion and do not include or consider those opinions in the decision making process. An example that we have come across through our conducted interviews, which can be connected here, is the one of Mr. Drosos who faced this kind of leadership by his former boss in his previous job setting.

Considering the various leadership styles in Greece there is a clear stand out and that is the patriarchal and authoritative model. However, leaders who want to succeed in Greece should care about the personal situation of their employees because family is far more crucial than work in Greece (Chhokar et al., 2008, p.789). On the contrary, in Sweden the power distance is far lower, the hierarchy is flat and employees are often getting involved in the decision making process. In comparison with Greece, Sweden scores (31-PDI) which means people are more equal, independent and can be empowered through their superiors (Hofstede et al., 2010). As a result, countries with low power distance and flat hierarchy often tend to have more participative leadership as a style. Employees are more independent, and therefore manage to work more efficiently due to the high team spirit even though they may not be friendly with each other or socially connected (table 9). In the case of Elekta-Greece, which is 100% owned by Elekta-Greece is operating under Dr. John Grant, a native British, who lives and work in Greece for the last 30 years. His leadership approach for Elekta-Greece seems to be influenced mostly by the parent company and has established a low power distance approach using democratic, participative and consultative leadership which it inspires and
mentors his subordinates to think, participate and prove their identity in the organization as we also found out from our findings.

Although if someone wants to be a charismatic leader who will thrive in Greece, they have to be a morale supporter individual and have perception, insight, acumen as well as a strong driving force (Chhokar, et al. 2008, p. 795). In our case Dr. Grant seems to be like one of those leaders because he managed to implement a very interesting leadership mix which is influenced both by the mother company and his experience of living and working in Greece for the last three decades. Having lived for so long, the Business Unit manager has been influenced by the Greek lifestyle and way of acting and thinking so he probably understands that in order to succeed in a foreign country as a manager he has to maintain the balance between the protocols of Elekta-Sweden and his Greek colleagues/subordinates. For example the Account Manager of Elekta-Greece, Mr. Drosos, pointed out in his interview that Dr. Grant has been able to combine lots of different characteristics and harmonize them into a functional way which is a ‘very attractive mix’ of managing a company.

In this sense, the Greek Business Unit created a new organizational setting by which they challenge the external environment characterized by the Greek society and made sure that the employee’s voice and opinion are important and heard at all levels. This proves that the leadership of the Business Unit Manager creates harmony and justice within the organization and diminishes up to a point that ‘With High Power Distance, Might Prevails over Right’ as Chhokar et al. (2008) stated after Hofstede (1991). In conclusion for power distance and leadership in Greece we believe that the Head of Business Unit of Elekta-Greece applies a flat hierarchy, and a democratic leadership style approach in the organization due to two factors: 1) the protocols and lines from Elekta-Sweden and 2) the Greek culture who contributed in his shaping as a person and as leader of a company running in Greece.

5.1.2 Hierarchical distance between Managers and Employees

According to Hofstede et al. (2010), Greece scores (35-IDI) which makes it a Collective country and Sweden scores (71-IDI) which makes it an individualistic country. In our reasoning, we believe that Managers in Elekta-Greece, which is a Subsidiary of Elekta-Sweden, is inspired by the characters of the individualistic Swedish culture in the way they seek personal development, encourage personal development of the individuals at an organizational level. ‘The Manager Review Monthly Meeting’ is a good example from the findings on this cultural feature adapted within Elekta-Greece whereby Managers sit together with their subordinates in a brainstorming session in order to build their strategy, resolve
problems, build the relationships and to present better ways to work together which is in contrast to Chhokar et al. (2008, p. 784) that Managers in collective societies have the tendency not to delegate any tasks to their subordinates and if they do it is done to a limited extent, as Managers don’t trust the abilities of their subordinates and consider them not trained or able to work in teams.

From a different angle, based on Chhokar et al. (2008, p. 63), in Sweden team-work is applied effectively due to the common interest to complete the specific task or goal and not because of the personal relationship within the group, while in Greece, Chhokar et al. (2008, p. 784) follows that Greeks don’t conveniently work together in teams under organizational settings, however, from the findings we realized that within Elekta-Greece they all work together in harmony as a team, friends and as a family, which contradicts with the theory. This is due to the notion of ‘Philotimo’, the goodwill between members of the group, whereby all employees in Elekta-Greece are working together united to conquer uncertainties and sustain the organization (table 9). In Sweden, employees work the exact working hours mentioned in the contract and ask for overtime is they work extra, while in Greece they work more than the legal hours based on their sense of duty and ethical obligation and commitment to the group. As a result Elekta-Greece adapts both the Swedish individualistic feature of being task oriented, and adapts the Greek collective aspect of Philotimo which rules the relationships within the group. Managers in Elekta-Greece have the tendency to delegate and trust the abilities of their subordinates which is an individualistic Swedish character contrasts the collective Greek management style which disregards delegation of command.

5.2.2 Organizational Planning

Greeks as a nation appreciate high quality communication and link it to individual self-respect and respect to others as values’. Nationally, and within organizations, the Swedish culture is egalitarian which presents equality among the people of the society which promotes openness in communication between the different layers of the society. From a different angle, deriving from collectivism, power distance in Greece is high which means that communication and relationships with managers within organizations are complex. An example from the findings is from a previous work experience of Mr. Drossos in a different Greek organization when he had a complaint to report but couldn’t manage to meet the general manager for two months even though there weren’t many employees in the organization.
The leadership style within Elekta-Greece is democratic and the structure of the organization is of flat hierarchy, the case that both organizational structure and leadership style follow the leadership style in Elekta-Sweden. The democratic leadership style allow employees to participate in the decision making process with the managers, and the flat hierarchy allows smooth communication with the people in power within the organization and opens the doors for strong cooperation and communication between the subordinates and the managers (table 9). An example is illustrated by Mr. Pantalos as he mentions the open-doors policy where subordinates are always welcome to approach their managers for discussion, consultations or even for a regular conversation. Effective communication and strong relationships within the organization are based on respect ‘philotimo’, the goodwill by the employees to help, discuss and support each other as they also see themselves as one family. From this we can conclude that the roles of philotimo, the egalitarian flat hierarchy and democratic leadership are the success pillars of the business operations in Elekta-Greece.

5.2.3 Motivating Employees
The notion of motivation within the organizational context is connected to a web of factors that lead to success of the individuals and organizations. Both Sweden and Greece as cultural notions have specific basis for motivation within the workplace. In Sweden, employees are motivated to go to a work environment where they find clear communication, and are able to achieve personal development (table 9). Moreover, they cooperate well as teams, because they are goal and career oriented and do not work based on social bonds. (Chhokar et al., 2008, p. 63). In other words, workspace functionality is based on their long term aspirations and personal development, rather than a more classic social bonding through cooperation towards a common result and practice.

On the other hand, Greek employees prefer to work independently without direct supervision after having clear instructions about the job and its purpose. This of course is attributed to their sense of liberty and independence within the society as autonomous beings. They mostly care about relationships within the work group and think of it as a family. (Chhokar et al., 2008, p. 778, 789).

In Elekta-Greece motivation concentrates on loving the job because of its humanitarian nature in curing cancer patients. In addition, recognition of efforts of subordinates by managers where they point out and give credit to the outstanding performance of employees and build strong Manager-subordinate ties.
Lastly, it is the motivation to learn and develop due to the application of the participative leadership. Inspired by the Transformational leadership, Managers mentor and inspire their subordinates to follow their footsteps and this process happens by tuning their aspirations as individuals to become more organization oriented and of course to unite them. This practice leads to a synchronization with the organizational objectives and as a result leads the overall transformative process.

As a conclusion, we manifest that employee motivation aspects in Sweden hold an individualistic character by which it projects the independence of employee attributes and is task oriented. On the other hand, the case of employee motivation in Greece holds a collective character and concerns with relationships within the work place. It is also evident that the Transformational leadership by the business unit manager and his direct reporting manager, that creates the largest share of inspirational values for the employees of Elekta-Greece and drives them to work together for a better future.

5.3.1 Uncertainty in Greece’s socioeconomic environment
Uncertainty is a big part of our lives, both professional and personal. Uncertainty affects our way of living, our way of thinking, as well as planning and deciding for the future. Societies with high uncertainty avoidance tend to be tenser and people tend to be more active, emotional, and aggressive and fast paced (Chobkar et al., 2008, p. 787; Hofstede, 1991). Greece, is a country where the uncertainty avoidance index is 100, the highest score which implies that people are very uncertain about the future, they tend to be more nervous and cautious, and there is also perplexed regulatory system in order to balance this uncertainty (Hofstede et al., 2010). Sweden as a country seems to be quite the opposite when it comes to uncertainty where it scores only 29 on UAI which indicates that people are more relaxed, they have a stable regulatory system, they are more flexible and most things seem to work themselves out normally (Hofstede et al., 2010).

As we have mentioned before Elekta-Greece is a 100% subsidiary of Elekta-Sweden, a multinational healthcare company, so when it comes to uncertainty it has to do with the overall performance of the parent company and its directives to it and also with the business/cultural environment of the host country. Greece has the highest possible uncertainty as we have mentioned earlier and one of the problems that can generate for businesses is bureaucracy which is one of the worst obstacles when it comes to dealing with the public sector (e.g public hospitals). Another factor that adds a lot in the uncertainty for Greeks is the financial crisis, the economic instability and the capital controls, which were implemented in
June 2015 as a measure of prevention from an occurring crash in the banking system (bank run) and possible (further) default of the Greek economy.

5.3.2 Facing the Greek Bureaucracy
Dealing with uncertainty means to deal with ambiguity about the future. Uncertainty avoidance also is the level of how individuals depend on social systems, societal norms, and government systems to predict future events (Chhokar et al. 2008, p. 787).

Sweden as an example of low uncertainty avoidance societies is flexible, open to innovation, newness and future events, while in Greece as an example of high uncertainty avoidance societies, is difficult to change, conservative with innovation, more bureaucracy dependent needing rules & regulations to act upon future events.

Those cultural attributes of low uncertainty and high uncertainty societies reflect on the aspects of leadership and business planning. In Greece leadership is conservative and autocratic, and business planning concentrates in the hands of top managers without the involvement of lower levels of subordinates, which means lower level of innovation and willingness to change while in Sweden leadership is more open and democratic, and business planning involves lower levels of subordinates due the sense of democracy and the openness to new ideas and change.

Concerning Elekta-Greece, Greek bureaucracy played a major role in the development of the Situational Leadership in the organization. Bureaucracy and legal system in Greece are of high importance to make living for the Greeks safer (Hofstede et al., 2010). Given the current financial crisis situation in the country, the government reacted towards it and created frequent changes in the public policy, sometimes on a monthly basis. During July-2015, due to the financial crisis, the Greek government took a financial measure to reduce the cash flow transactions outside Greece and maintain the liquidity domestically (www.wfw.com).

The Greek Bureaucracy instructed capital control transaction restrictions, which caused high stress and difficulties to the operations of Elekta-Greece. The organization was unable to pay the value of their invoices or use any cash lines transactions at the early stages of the new monetary policy enforcement, causing a total paralysis to local enterpreneuhips conducting international business especially within the import-export areas.

As a reaction towards this situation, Elekta-Greece adapted the situational leadership approach by which they used every possible commercial solution to bypass this business dilemma.
Explaining the case further, Elekta’s global equipment and solutions manufacturing facilities are situated in England, and all radiology treatment machines are distributed and exported to Elekta’s subsidiaries worldwide. Elekta-UK distributes the machines and solutions to Greece, Cyprus, Malta and Albania based on the purchase orders issued by Elekta-Greece. Elekta-UK as a distributor receives, thereafter, an invoice for the outstanding total cost.

Under the situation of Capital control, Elekta-Greece management sought the immediate need for intervention to maintain its business contracts and pay the outstanding invoices, therefore, they communicated with Elekta-Sweden in this regard and created a safety-net for Elekta-Greece and was able to assist manoeuvre capital control restrictions on the company to fulfil the financial commitments in due time.

On a different level, the crisis lead to minimization of government expenditure, therefore, all government based tenders related to the health care services were on hold. Mr. Pantalos explained for example, there are no public tenders now in Greece because of the crisis but 5 years ago there were at least 3-5 public tenders every year. Elekta-Greece cannot acquire new government contracts and it is only the private sector within Greece that can be approachable for new business.

In addition to the complexity in acquiring new contracts, the increasing and aggressive level of competition which forces Elekta-Greece to respond swiftly to every call from the existing clients, therefore, a change in the work schedules happen frequently, which causes additional stress in terms of availability to respond to sudden machine failures in a far location, as well as keeping in mind the importance to keep the service clients satisfied with the level of service. Mr. Tsiaoutsias explained that when the job requires that he needs to be in two different places at the same time, he communicates the matter with his team and elect a substitute to take care of the occurring job request on the other location. Based on the good-will, all employees within Elekta-Greece help and support each other regardless of how complex the situation is in terms of time and place.

In the company, the monthly Manager Review Meeting is a good example of the practice of situational leadership resolution as joint-decision making process occurs during the meeting between managers and subordinates. All employees prepare their on-going problems within their job function and then discuss it openly with the managers and other employees. Managers also bring managerial issues to the table of the meeting and discuss it with the other managers and employees to reach a solution. Issues such as related to sales, sales service contracts, service contracts as well as sudden machine failures within Greece, Cyprus, Malta
and Albania should be planned, organized and feedback is collected on the following meeting session.

In conclusion we realize that from the conduct of situational leadership in Elekta-Greece under the situation of the financial crisis, they developed a Participative-Situational Leadership style as inspired by the practices in the mother company Elekta-Sweden. The good-will, ‘Philotimo’, drives the teams to help and support each other during emergency situations regardless of how complex time schedules are and how much time is this going to consume as long as the job is done.

5.3.3 Uncertainty on the inside: Elekta-Sweden AB

According to Hofstede et al. (2010), Greece scored (100-UAI) which is the highest score on Hofstede’s cultural dimensions scale. This score means that The Greek nation always needs to have control over the future and cannot tolerate ambiguity in their future planning. Chhokar et al. (2008) explain that uncertainty is stressful to the people and causes anxiety whereby Greeks have the tendency to be emotional in different situations. And that makes sense if we consider the current economic situation in Greece which changes all the time, the instability and the bureaucracy as we mentioned previously (table 9). Those are some of the cultural and national factors that can create lots of stress both for the company and as a result the employees. Employees in Elekta-Greece have to face some internal stress factors of the company as well. First of all we should consider that Elekta-Greece is a subsidiary of an international health-care company which has as a focus the best service for customers and to gain large market shares in the companies which run operations.

In the case of Elekta-Greece, there are only 12 people in charge for Greece, Cyprus, Albania and Malta as well; while in Greece they retain 70% of the market-share and in the rest 100% market share according to Mr. Pantalos (2015). That itself can be a very stressful factor both for the company which always have to run in order to keep the pace and the numbers up and of course for the employees who need to multitask continuously, work overtime and be effective the same time. For example, Mr. Drossos (2015) illustrated in his interview that he always feels stressed at work. He is a perfectionist and quite anxious as a person and tries to achieve 100% all the time because in Elekta-Greece they are customer focused as a company. Although managers with bigger experience and years in the business seems to be more stressed about keeping the balance between Elekta-Greece and the parent company regarding policies, strategies and ways of operations while dealing the same time with the high bureaucracy and regulatory system of Greece. Competition and a feel of general job insecurity
is another factor that which adds more to the stress that employees of Elekta which need to keep the standard and results all the time. At least, according to most of our interviewees there was the notion that so far there were no reductions of salaries for the employees when thousands of other companies fire staff, reduce salaries and close down for good. As for the way that they deal with stress most of our interviewees mentioned that relaxation with friends/family and good relationships with their colleagues are these important factors who make them cope with their everyday stress both inside and outside of work (table 9). As a result we can see that people are influenced a lot by the national culture and situation of a country when it comes to stress dealing and future planning, even they work in strong and health-financially international businesses so beneficial interaction with people and personal time is very important for reduction of stress levels of the employees in Elekta-Greece. To summarise this chapter we present a table below showing the results of our research analysis regarding the dimensions of culture that we have chosen as theoretical pillars for this study. Those are Power Distance, Individualism vs Collectivism and Uncertainty Avoidance.
Table 9: Summary of research analysis

<table>
<thead>
<tr>
<th>Themes</th>
<th>Dimensions</th>
<th>Analysis Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power Distance</strong></td>
<td><strong>Power Distance &amp; Leadership</strong></td>
<td>Elekta-Greece applies a flat hierarchy, and democratic leadership style.</td>
</tr>
<tr>
<td></td>
<td><strong>Distance between Managers &amp; Subordinates</strong></td>
<td>All employees within Elekta-Greece are like a small family.</td>
</tr>
<tr>
<td><strong>Individualism vs. Collectivism</strong></td>
<td><strong>Leadership and Collectivism/Individualism</strong></td>
<td>Employees in Elekta-Greece work are task oriented and together like a family, and managers delegate and involve subordinates in decision making.</td>
</tr>
<tr>
<td><strong>Communication and Relationships</strong></td>
<td><strong>Communication and Relationships</strong></td>
<td>Application of Participative Situational leadership style boosting communication between managers and subordinates.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Respect &amp; good-will are bases of effective communication.</td>
</tr>
<tr>
<td></td>
<td><strong>Employee Motivation</strong></td>
<td>Managers inspire employees to work together. Employees are motivated by task completion as well as good relationships within the organization.</td>
</tr>
<tr>
<td><strong>Uncertainty Avoidance</strong></td>
<td><strong>Uncertainty, Business Planning and the Greek Business Environment</strong></td>
<td>Participative-Situational Leadership style to adapt to the business requirements as well as the challenging economic and political atmosphere in the country.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The good-will ‘Philotimo’ drives the teams to help and support each</td>
</tr>
<tr>
<td></td>
<td><strong>Uncertainty and Stress: Inside-Outside of Work</strong></td>
<td>National culture influences individuals’ reactions at the times of uncertainty or stress. Employee relations are important to to reduce stress.</td>
</tr>
</tbody>
</table>
6. Conclusion
In this chapter, authors illustrate the denouement of the study providing a summary, discussion and answers to the research questions that were set in the introduction part. Authors also reflect on the study and present the contribution to the literature in this field. In this chapter Authors also present implications for managers that might help them shape/adapt their leadership styles and profile to foreign business environments when they decide to work in other countries. Finally, limitations and suggestion areas for further investigation in view of this research are presented.

6.1 Discussion
This study was conducted in an effort to understand the influence of national cultures on leadership styles of Elekta AB, a Swedish organization operating in Greece. For such international businesses, it is crucial to acquire the necessary intelligence for their business planning. The most important process is to learn about the national culture of the host country, in order to guarantee a smooth and successful expansion, and thereafter become a market leader within the industry.

In this research, we conclude that the characteristics of national culture influence the decision making process within the organization, the relationships between managers and their subordinates as well as the leadership style. From the results of this study research questions are answered as follows:

a) How does culture affect leadership?

Culture is a construct of the society which differs from one country to another, and is built over time by the generations, which have lived and made use of their learning experiences in this area (Hofstede et al., 2010). The way we behave is embedded in culture and this development initiates from the family, as a nucleus of society and a micrograph of social reality. Thereafter, it is a mixture of the neighbourhood and the social system of this country. Lämsä, (2010) explains that cultures, values and beliefs differ from one country to another. This means that the individuals’ mind-set in one country varies when it comes to way of thinking, decision making during day to day lifestyle as well as work and leadership style (Ayoun & Moreo, 2008).

In our case, we realized that the variance between the Greek and the Swedish culture is significant and the evidence arises when it comes to the general comparison between the business conduct and application in both of the Greek market and the Swedish market. In more detail, we realized that the business model in Elekta-Sweden faced resistance during its
application within the Greek market and society mainly due to cultural reasons and variables. Behaviour and attitudes of clients and service providers, variables of market competition, bureaucracy, as well as the employees of Elekta-Greece, all together were tension components that faced the application of the Swedish business model in Elekta-Greece making this process counterproductive. As a result, the managerial panel in Elekta-Greece reflected upon the cultural differences between the mother company and its subsidiary in Greece. This reality brought the needs of the local market first and began the creative business adaptation to the Greek culture. This practice indicates in a direct way how culture can have influence for foreign companies that want to run operations abroad.

What was intriguing with the respondents was that they seemed to be united as a team but also as a nation in times of difficulty and crisis. The good-will or “filotimo”, is the sovereign spirit in the Greek society, an unique cultural attribute that assisted managers to realize the importance of coming closer to employees and diminish the stereotypical autocratic, for the Greek business environment, distance imposed within the Greek culture between the leader and subordinates. A Swedish way to work closely with subordinates while surviving the long lasting Greek economic and political instability. Based on the results of our research, we believe that culture can be used as tool for the improvement of leadership where the closest a leader stands by their subordinates, the more harmony shall exist between them, and a greater chance for creativity is open through the exchange of knowledge at all organizational levels.

Another way that culture influences leadership is by affecting relationships and bonds between employees in a company. For instance in Elekta-Greece, employees experienced the same social situation, therefore, employees trusted, supported and collaborated with each other and worked overtime for the purpose of helping each other through the social and market-related turbulences. By applying a democratic and transformational leadership approach in Elekta-Greece, they managed to achieve high levels of respect, trust and effective communication between the management and the employees which offered the employees a sense of purpose, motivation and importance in the organization; a fact that offered and opened the way for the employees to take initiatives to resolve uncertainties, conflicts and tensions both internally within Elekta-Greece and externally when dealing with the healthcare sector.

We can conclude that the characteristics of “filotimo” and the collectivistic traits of the Greek culture that have together formed a special bond between the leadership and subordinates, have played a major role in the creation of a unique business environment, a specific form of
organizational conduct which does not seem to exist in the parent company in Sweden. We can see that the variance in cultural attributes of the two countries contributed to the creation of a compassionate, lenient and tolerant form of leadership that is the transformational democratic one. This genuine structure appeared as the solution, and a necessity in response to the market and organizational need of forming immediate survival plans and buffering for the organization. Adopting Transformational democratic leadership is also a long term process and strategic plan to create a strong and empowered loyal team of professionals. A team formed of individuals who can act as decision makers and shall ultimately create future leaders who are capable of running organizations on their own. The Greek culture and Swedish culture merged together in the case of Elekta Greece and created a unique business example of cultural synergy while showing that being different does not necessarily create conflicts. It is rather a positive generator of harmony.

b) How do diverse cultures affect the leadership style(s) in a healthcare organization?

As a result of the previous question, we can conclude that culture, either national or organizational, has a certain impact on employees depending on their cultural identity and the location of their job. Furthermore, culture can also contribute in the shaping of leadership behaviour/approach of managers within international companies. Leaders should have the ability to influence their subordinates in order to make them see their potential and capabilities, assist them in understanding their vision, and last but not least motivate them in such ways so they can achieve optimum results. This practice cannot be “implanted” in employees’ heads within a day, especially when we are referring to international environments.

First things first, cultures and companies can both have an impact on employees, managerial or not, but on a different level: For example, through our case and theoretical background we came to the conclusion that the Greek leadership is mainly autocratic, self-centred and status-focused, while the Swedish leadership is participative and team oriented due to different cultural attributes such as history, economy and development. For such reasons, but also because of how the society has been structured and governed, our research shows that culture plays an important role in the process of the leadership for international businesses within the healthcare industry, realizing the impact of the cultural background of managers, employees, clients and patients. Progressing further with the analysis, organizations function differently in different countries especially when companies are establishing their operations abroad due to the fact of diversity in economies, systems, policy and cultural attitudes which force those
organizations and leaders to adapt to the new environment, business atmosphere and create new solutions to the business under the changing circumstances. A leadership style that might maybe functions well in its homeland might find difficulties when applied abroad if we do not consider the various factors impacting businesses.

Also when looking with a pair of lenses the effect of diverse cultures on leadership for healthcare organizations we should consider that the power structure in the healthcare industry is reversed, in the sense that the clients have the decision making power upon the health care organization, like Elekta. The clients’ needs and wishes are factors that control the success of the business in this industry. These clients are the hospitals, the clinics and the patients. And in many cases, clients have a different cultural background which means that the managers of healthcare companies must be able to adapt to every occurring situation and changing of needs within this industry. The managers’ reaction in Elekta Greece towards diversity in culture has been able to relate and adapt to the individualistic, lower power distance and lower uncertainty avoidance that the Swedish culture envelops.

Elekta-Greece developed a transformational and democratic leadership approach which is the result of the parent company and the culture of the country. In other words, it was formed from the attributes of the Swedish culture, consisting of low power distance, low uncertainty avoidance and high individualism, combined with the Greek cultural trait of “philotimo” and high level of collectivism which had as a result the domination of the Greek market (70%) and 100% of the market in Albania, Cyprus and Malta. Finally, this impact of diverse cultures on Elekta-Greece with the creation of those leadership styles, have also contributed to the withstanding of the economic crisis and growth of the company in an unpredictable business environment by preparing and transforming its employees with the right tools in order to succeed.

All in all, culture in all its forms is a powerful construct and can affect leadership in many different ways, positive or negative ones. Understanding culture can help companies and leaders to create new opportunities for their companies and employees, to expand and grow in different business and social environments. Although it is difficult and complex to comprehend how culture works in every part of the world, due to many other attributes and factors that it entitles (subcultures, trust, social context etc.) but in our case it was possible to comprehend and distinguish that the mix of national and organizational culture lead to a democratic and transformational leadership approach which empowered the employees,
managed to achieve great planning and team work spirit within the organisation at a period of economic and political instability in Greece; a genuine victory both for the company and its employees.

6.2 Critical reflection of this study
By conducting this cross-cultural study and consulting renowned sources of knowledge in these domains such as Hofstede, Chhokar, House & Brodbeck, and other scientific articles and relevant books, we managed to create an understanding about the Greek culture as well as the Swedish culture and the direct impact of these cultures on leadership behaviour under organizational settings, the case of Elekta. We believe that if they had the opportunity to closely study the mother company in Sweden, then the study could have expanded even further and deeper, however, that was not possible due to major changes and restructuring within Elekta-Sweden.

Most of the studies conducted on Elekta earlier concentrated on Service marketing, in this case and taking a new perspective, yet this research considered Elekta from the viewpoint of Management and Leadership and examined the role of the national culture in influencing the decision making process of managers and subordinates. Moreover the study presented the impact of national culture on relationships within organizational settings.

In terms of validity of this research, we conclude that we have achieved a high accuracy by conducting this study interviewing 6 employees out of 12 in Elekta-Greece (5 of which were managers). The fact that we have interviewed 50% of the company can indicate a high value assuring the credibility and accuracy of the data obtained and used in this research. Initial plan with Elekta-Greece agreed to interview the total number of the 12 employees and a complete in-depth insight of the company and the operations in Greece, however, due to internal affairs within Elekta-Greece and busy work schedules, that wasn’t possible. As for the information obtained about Elekta-Sweden, secondary data was obtained from reliable and renowned sources of knowledge, however, it is a limitation of our study that we couldn’t have any interviewees from Elekta-Sweden. The context of the research confirmed and ensured ‘dependability’ which means that all chapters are sequenced and depend on each other for interpretation. Moreover, the investigation responds correctly to the theoretical framework which reflects the ‘conformability’ of the research. Transferability is present in considerable parts of the research that can be highlighted as ‘Transferable knowledge’, which is related to the Greek & Swedish national culture and leadership style. Taking into consideration the above we believe that this research is considered to be valid.
In terms of the reliability of this study, all interviews were voice recorded and transcribed as evidence a reference for this research. Interview questions were clear and results obtained were also meeting the objectives of the questions. All interviews were conducted via Skype; the interviewees were comfortable during the interviews and have used their own free time to conduct them. All interviewees confirmed that we can always contact them for further questions if necessary. By providing these facts and the high accuracy of the validity of data, we can confirm the reliability of this research.

6.3 Theoretical Implications
When it comes to theoretical implications of this study, we came to the result that the cultural influence has affected all three variables that we have investigated in our study (healthcare industry, leadership, leadership styles) based on communication, organizational planning and empowerment of employees. Our research shows that culture plays an important role in the process of the leadership for international businesses within the healthcare industry by that signifying the impact of the cultural background of managers, employees and clients. By concentrating on the Greek context, it was possible for us to illustrate that the role of culture in the leadership process for international businesses is perplexing and needs a ‘pair of lenses’ in order for the observer to understand its nature (figure 3).

As Kumar & Khiljee (2016) mentioned the power structure in healthcare, industry is upturned. The clients of the medical solution companies, which are the hospitals, the clinics and the consultants, hold the major amount of power instead of the top of the pyramid represented by the leadership. This practically means that managers of healthcare companies such as Elekta must be able to foresee not only the client needs and anticipations but also the challenges that occur and been dealt with regard to change and development in a stiff healthcare industry.

Another implication that drives this theory and the results even further is the cultural dynamics of the consumers. This power structure which is inverted in this pyramid and has this dynamic as a result; comes from the cross-cultural differences in the background and knowledge between the patients and healthcare service providers’ relationships (Betancourt et al., 2003). In other words, it means that it is crucial for companies and managers to understand how much culture can influence the healthcare industry, by understanding the cultural background of the patients it becomes possible for health-providers to comprehend, design and manage their companies as well as provide high-quality results to the patients.
Our research illustrates that the cultural dimensions of power distance, individualism vs. collectivism and uncertainty avoidance have an impact on the leadership behavior, leadership styles and the industry itself. As we have mentioned before, Greece is a country with intermediate power distance (60 points) according to Hofstede et al. (2010) which can make communication difficult in certain cases due to the hierarchical distance between managers and employees. Despite the level of the power distance in this case, it has resulted in a positive impact on the communication procedure and the improvement of relationships, which have led to the development of the democratic leadership behavior in Elekta Greece. In other words, it is the improved communication, which has led to better formal relationships, collaboration, and flat hierarchy (figure 3). As a result the term of ‘open doors’ which has been established, it means that managers and employees in Elekta-Greece are open to assist and discuss with each other over any occurring issues. This is executed through consultation and a constant practice that aims to keep up the high team spirit, productivity levels, and continuous customer satisfaction on the highest possible levels.

The relatively high levels of Collectivism in Greece have enhanced the relationships between the employees and their work style. Employees have developed strong relationships between each other and they cooperate in a friendly manner. Whenever any of them needs help or there is a need to cover one’s place for a task due heavy workload or any other problems that might occur, always someone is willing to help that employee and go for that extra mile in support.

Given the fact that most of the people that work in the office are managers either by managing a team or by having managerial related activities, show that companies can be flexible and people can collaborate easier when the right leadership style is established. The democratic leadership style has developed throughout the years by the Business Unit Manager Dr Grant, using the culture background of the other managers and employees in Elekta. This has created an interesting mix, which allows them more flexibility, putting everything on the table, and elaborating on each person’s ideas, develops and change both themselves and the company and act freely in regards to the occurring situations (figure 3).

However, Bhati et al. (2012) support the fact that when democratic leadership is applied in a company the decision making process becomes more time-consuming, which gradually leads to slower results even if they are of high quality. Considering those, we found out that this drawback of the democratic leadership style can be ruled out when the situational leadership of the company has a transformational character. In other words, when a leader is working constantly with their subordinates on changing for the better, on future development and
guidance through motivation and inspiration then the group transforms into a committed
group that is ready to work effectively and bring optimum results.

Another implication is also the Individualistic nature of the Swedish firm (Elekta) which can
sometimes cause some obstacles for its Greek subsidiary due to its policies and regulations.
Nonetheless, the policies are being adapted to the local market successfully with a minimum
margin of inaccuracy in application. Finally, when it comes to uncertainty, Greece as
Hofstede et al. (2010) quotes has 100 points on his scale indicating that rules, policies and
regulations are very important for people to be able to cope with the social and business
environment.

Despite the circumstances of economic uncertainty in Greece, Elekta-Greece survived the
ripple effect of the economic and political volatility thanks to Elekta’s policies and the
successful leadership approach. Most importantly, the leadership of the organization
succeeded in its mission due to the endorsement of lower power distance, high collectivism
and low uncertainty avoidance. Having said that, the ultimate result is about the
empowerment of employees. This kind of empowerment is not consisted only from basic
employee rights and heard voice in the company, but is also an investment in the employee’s
long term loyalty to the organization characterized in the form of the advancement of
employees’ life quality, continuous motivation through bonus pay, quality and nature of the
job itself as well as job security with competitive salaries despite the depressed market
conditions. All summed together in effort to motivate the employees to achieve greater levels
of satisfaction and productivity.

Cultural dimensions can anticipate the needs of change and adaptation. It is evident that due
to the successful comprehension of the cultural dynamics, Elekta-Greece leadership
succeeded to drive the organization positively under challenging market conditions and
aggressive competition by creating a unique work and business environment in connection to
its human capital and awareness of customer behavior.

In our case, we noted that adaptation was evident in the work environment, policies,
relationship with employees, managers and customers. The complex and rigid nature of the
healthcare industry, as well as the variance between the cultures of Sweden and Greece played
a major role in the development of specific proactive dynamics, which have influenced the
methods of communication internally with the employees and externally with the service
providers, clients and patients (figure 3). All of the differences in terms of culture, business
approach, internal Elekta policy, as well as the complex situation with the Greek bureaucracy, economy and political stability, have made it inevitable for Elekta Greece’s leadership to adapt to the new business relationship model in order to survive and to enter new markets by making use of specific business niches in the region. A Transformational, Democratic and Situational leadership was born, because of all of the earlier mentioned factors making the case of Elekta in Greece a unique example of the evolution of leadership in a complex industry such as the international healthcare services. In the following figure, we present the ultimate result of the theoretical framework and present the way that culture influences the leadership styles in Healthcare.

**Figure 3. Cultural influence on Leadership styles in Healthcare**

![Diagram showing the interconnection between healthcare industry, leadership styles, and leadership impact of culture]

Note:


### 6.4 Managerial implications

The most interesting finding of the study is the level of emotional intelligence possessed by the leader of Elekta-Greece, Dr. Grant, who was able to create a unique organizational culture, which overcame the Greek cultural and economic challenges though various cultural and intellectual tools earned from his cultural background, previous work experience with
multinational organizations, as well as living and working in Greece for the last 30 years. Taking that into consideration, he was able to transform the abilities of the employees from the local level, to an international standard by adopting a participative and democratic leadership style derived both by the policies and regulations of Elekta-Sweden and Greece’s national and business culture.

Combining his modern leadership and management styles along with his colleagues’ skills in diplomacy, in coordination with the Greek spirit of kindness and camaraderie, he has set a distinguished example of business excellence in Elekta worldwide. And that is a result of their dedication, cooperation and the ability to have an excellent communication and relationships between them; being able that way to confront several occurring business, social and economic difficulties in the country.

A further implication regards the crucial role of ‘Philotimo’ for the employee relations in Elekta-Greece; a unique cultural value that may not appear in such a range in other cultures; and of course this is one of the major reasons for Elekta-Greece’s success and superior results. The Leader of the organization is the Maestro of the Orchestra who maintains a close distance with the employees practicing democratic leadership, and a set example of collaboration, guidance, respect and integrity. The harmony and application of ‘Philotimo’ is the secret after the success of Elekta-Greece in the complex Greek business environment.

As we mentioned above, effective communication is the key for trust and respect in Greek culture, as well as within organizations. Using effective communication, and during difficult times, contingencies are made according to situations. All employees are valid and valued assets who have knowledge and experience and should contribute in solving the upcoming issues which may be considered risky to the organization. ‘The Manager Review’ exercise is a modern and distinguished example of teamwork, effective communication, problem solving as well as participative and democratic leadership.

Last but not least, employee motivation is essential for the success of the business. Most important contributing factors to employee satisfaction are the sense of purpose in the organization, as well as the importance of their contribution to the society, appreciation, effective communication with the leader, trust, acknowledgement of efforts and finally financial rewards. The underlying force is related to the strong motivation as a factor of success for Elekta-Greece, since the company offers possibilities for development, and bonuses when goals are met. Moreover, the “family” business climate that exists in Elekta-Greece constitutes a strong motivational factor for Greek employees according to Chokkar et al. 2008, p. 789).
6.5 Social implications
Elekta constitutes a success story of a foreign international business operating in Greece. The major contribution factor for their success, as an organization, is the understanding of the local culture. This is also one of the reasons why the company in Greece is one of the best business units amongst Elekta Group in the world. Elekta Greece provides and promotes high quality services to its customers with seriousness and professionalism. It also encourages and advocates development and innovation in the cancer treatment and neurology field.

As for its employees and the way that the leadership is performed in the company, Elekta respects its employees, helps them develop and shape their skills and competences, offers them a good working environment and has not reduced any salaries even though there is a big depression in the Greek financial environment. What was done in Elekta can be seen as an example of what an international organization should be in order to influence other companies regarding leadership approaches, policies, employee motivation and development in order and to achieve optimum results in the healthcare industry in Greece.

6.6 Contribution of this Research
We strongly believe that this study could be used as a guide for foreign leaders and managers who are intending to manage businesses in Greece. The highlights, indications and conclusions about the national culture and the organizational culture using the dimensions of Hofstede are of special contributing value today, especially during difficult economic situation. Understanding the traits of the Greek nation managers and leaders could acquire an in-depth insight of what type of business are suitable to be expanded or established in Greece, and how exactly should the leaders adapt to the local national culture. On the same token and going hand in hand with the adaptation to the Greek culture, this understanding contributes to the creation of a very interesting mix of leadership and decision making approach and the establishment of a very dynamic organizational structure.

This research adds also value in the literature of Management, and especially of Cross-Culture Management because there are not many studies that deal with the national culture and its impact on leadership; especially in the healthcare industry. Therefore, we claim that this study is an empirical guide, which can shed light on this field, encourage researchers to conduct further studies within it, and also help (even to a small percentage) the improvement of leadership shaping and adaptation process for managers and subordinates in health care businesses.
6.7 Limitations and Suggestion for Future Research

As we mentioned in the beginning this research is a single case study so it cannot reflect on the whole international health care industry. However, it is an exploratory case and stand for its own value into research. We have conducted a cross cultural study, obtaining secondary data for Sweden and Elekta due to fact it was not possible to have interviews with Elekta-Sweden. The reason regarded the major transformation and restructurings of Elekta so it wasn’t possible to have insights or communication from the parent company in Sweden. Although we managed to get interviews from Elekta-Greece and do the comparison of cultures, while even there we faced difficulties regarding the number of prospect interviewees. We could not manage to interview every single field engineer in the company due to the fact that they had heavy workload and very limited time, having to travel all the time for the needs of the company.

Regardless, we have managed to interview and collect data from all managers which were subordinates to each other but we believe that if we had the chance to interview everyone the results of our study would be solidly validated. Taking all the aforementioned data into consideration, we want to underline the fact that this is a case study and the results of it cannot be generalized for the whole industry or for other specific industries. Since there is not enough proof or examination of alternate structures within the same domain, our results constitute a more general overview, but can play a major role as a concrete base for further comparative analysis within the field.

When it comes to further investigation we suggest that it would be interesting for future researches to expand this topic by conducting more case studies adding several countries at the same time in order to be able to create results that can be generalized for the cultural leadership on international health-care industry. What would also be interesting for future researchers, is to investigate larger companies from various sectors in order to realize if those companies can affect the potential relationship between national and organizational culture in different business environments through their own unique structure and functionalities. We hope that our study was informative and hope to inspire other researchers to conduct studies in the Cross-Cultural Management area, which is an ever-growing and dynamic field, providing guidance and innovative leadership approaches for human resources management, business sustainability, and strategic management.
Appendices

Appendix 1. Semi-structured Interview Guide #1

These are the questions that guided the interviews with John Grant, Business Unit Manager of Elekta in Greece. We want to point out that further questions were used as to follow up interesting and important answers.

12-11-2015

Interview Questions for Elekta Greece

Contact information:

- Emmanouil Chatzidakis: ufk13ecs@student.hig.se, 0046 072-284 2159
- Mustafa Issa: eea15mei@student.hig.se, 0046 73-736-3333
- Supervisor: Maria Fregidou- Malama: Maria.Fregidou-Malama@hig.se, 0046-70-620-1601

Presentation:

In our research project we examine the impact of national culture on Leadership and how leaders do and employees from different countries and cultures adapt their knowledge, abilities and skills when they perform in a business that is operating in foreign countries. In the case of Elekta, we would like ask you the following questions in order to understand your valuable practical point of views and connect your case to theory to conclude our research.

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**Interview questions:**

1. What is your view on Leadership?
2. What kind of leadership do you adopt in order to succeed to achieve your goals as a leader?
3. As a leader, can you describe a situation within Elekta that has challenged your leadership and decision making skills?
4. What were the actions you took to resolve this situation?
5. Do you think that the culture of Greece matters in your practice of leadership? Can you give an example?
6. Do leaders in Sweden and Greece manage business similarly? Can you give us example(s)?
7. How do you work as a manager in Greece? What is important to think about?
8. Describe your work relationship and communication with your subordinates.
9. How does Elekta motivate its employees?
10. Do you experience stress at your workplace? how do you deal with it?
11. How are you dealing with the economic climate today?
12. Does the economic situation affect the way you manage your subordinates?
13. Considering business strategy, operations and individuals. How do you plan your work?
14. Would you like to add/comment on any issue we did not cover in our questions?
15. What is your impression after this interview?

*Thank you very much for answering our questions!*
Appendix 2 - Semi-structured Interview Guide #2

These are the questions that guided the interviews with 4 managers and 1 non managerial member of Elekta in Greece. We want to point out that further questions were used as to follow up interesting and important answers.

22-11-2015

Interview Questions for Elekta Greece

Contact information:

- Emmanouil Chatzidakis: ufk13ecs@student.hig.se, 0046 072-284 - 2159
- Mustafa Issa: eea15mei@student.hig.se, 0046 73-736 -3333
- Supervisor:
  Maria Fregidou- Malama: Maria.Fregidou-Malama@hig.se, 0046- 70- 620-1601

Presentation:

In our research project we examine the impact of national culture on Leadership and how leaders do and employees from different countries and cultures adapt their knowledge, abilities and skills when they perform in a business that is operating in foreign countries. In the case of Elekta, we would like ask you the following questions in order to understand your valuable practical point of views and connect your case to theory to conclude our research.

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**Years in the industry:**

**Years in Elekta (Greece):**

**Years at current position:**

**What is your job description:**

**Interview questions:**

1. What is your view on Leadership?
2. What kind of leadership do you think that is practiced in Greece/Elekta-Greece?
3. As an active employee of Elekta-Greece, can you describe a situation within Elekta that has challenged your capabilities and decision making skills?
4. What were the actions you took to resolve this situation?
5. How do you work as an employee in Greece? What is important to think about?
6. Describe your work relationship and communication with your colleagues/subordinates/manager?
7. How does Elekta motivate its employees?
8. Do you experience stress at your workplace? What kinds of stress and how do you deal with it?
9. How are you dealing with the economic climate today?
10. Does the economic situation affect the way you manage your relationship you’re your colleagues/subordinates?
11. Considering business strategy, operations and individuals. How do you plan and perform your work?
12. Would you like to add/comment on any issue we did not cover in our questions?
13. What is your impression after this interview?

*Thank you very much for answering our questions!*
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