



Mohamed Mammeri

**E-mail:** mammeri30med@gmail.com

**Orcid:** <https://orcid.org/0009-0008-6645-9435>

University of Relizane. Relizane, Algeria

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## **From diversity to synergy: collaborative work patterns in multicultural institutions – Cuba/Algeria Friendship Hospital as a model.**

### **ABSTRACT**

This study analyzes the relationship between cultural diversity and organizational creativity at the Cuba/Algeria Friendship Hospital, an institution characterized by the coexistence of professionals from diverse sociocultural backgrounds. The objective was to determine the extent to which participatory diversity management, organizational values, transformational leadership, and institutional communication influence the development of workplace synergies. The research adopted a quantitative approach, applying structured surveys to a representative sample of staff. The results showed high levels of acceptance regarding the importance of integrating cultural diversity within a participatory organizational framework, with rates exceeding 80% for most of the items analyzed. Furthermore, it was confirmed that institutional values promote collaborative work, while transformational leadership strengthens cohesion among employees from different cultural backgrounds. Organizational communication was identified as a determining factor in reducing intercultural tensions and consolidating internal trust. The study concludes that cultural diversity, when managed strategically, ceases to be a potential source of conflict and becomes a source of innovation and institutional enrichment. The study provides empirical evidence on the relevance of organizational cultural intelligence as an articulating axis of collective performance in multicultural contexts.

**Keywords:** cultural diversity; transformational leadership; organizational communication; cultural intelligence.

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## **De la diversidad a la sinergia: patrones de trabajo colaborativo en instituciones multiculturales – Hospital de la Amistad Cuba/Argelia como modelo.**

### **RESUMEN**

El presente estudio analiza la relación entre diversidad cultural y creatividad organizacional en el Hospital de la Amistad Cuba/Argelia, institución caracterizada por la coexistencia de

profesionales de distintos contextos socioculturales. El objetivo fue determinar en qué medida la gestión participativa de la diversidad, los valores organizacionales, el liderazgo transformacional y la comunicación institucional influyen en la construcción de sinergias laborales. La investigación adoptó un enfoque cuantitativo, con aplicación de encuestas estructuradas a una muestra representativa del personal. Los resultados evidenciaron altos niveles de aceptación respecto a la importancia de integrar la diversidad cultural dentro de un marco organizativo participativo, con índices superiores al 80 % en la mayoría de los ítems analizados. Asimismo, se confirmó que los valores institucionales promueven el trabajo colaborativo, mientras que el liderazgo transformacional fortalece la cohesión entre empleados de distintos orígenes culturales. La comunicación organizacional fue identificada como un factor determinante para reducir tensiones interculturales y consolidar la confianza interna. Se concluye que la diversidad cultural, cuando es gestionada estratégicamente, deja de ser un factor de conflicto potencial para convertirse en una fuente de innovación y enriquecimiento institucional. El estudio aporta evidencia empírica sobre la relevancia de la inteligencia cultural organizacional como eje articulador del desempeño colectivo en contextos multiculturales.

**Palabras clave:** diversidad cultural; liderazgo transformacional; comunicación organizacional; inteligencia cultural.

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## **Da diversidade à sinergia: padrões de trabalho colaborativo em instituições multiculturais – O Hospital da Amizade Cuba/Argélia como modelo**

### **RESUMO**

Este estudo analisa a relação entre a diversidade cultural e a criatividade organizacional no Hospital da Amizade Cuba/Argélia, uma instituição caracterizada pela convivência de profissionais de diversas origens socioculturais. O objetivo foi determinar em que medida a gestão participativa da diversidade, os valores organizacionais, a liderança transformacional e a comunicação institucional influenciam o desenvolvimento de sinergias no local de trabalho. O inquérito adotou uma abordagem quantitativa, aplicando questionários estruturados a uma amostra representativa de colaboradores. Os resultados evidenciaram elevados níveis de aceitação quanto à importância da integração da diversidade cultural num quadro organizacional participativo, com índices superiores a 80% para a maioria dos itens analisados. Além disso, confirmou-se que os valores institucionais promovem o trabalho colaborativo, enquanto a liderança transformacional fortalece a coesão entre os colaboradores de diferentes origens culturais. A comunicação organizacional foi identificada como um fator-chave na redução das tensões interculturais e no reforço da confiança interna. O estudo conclui que a diversidade cultural, quando gerida estrategicamente, deixa de ser uma potencial fonte de conflito e passa a ser uma fonte de inovação e enriquecimento institucional. Esta investigação fornece evidências empíricas sobre a relevância da inteligência cultural organizacional como elemento central na formação do desempenho coletivo em contextos multiculturais.

**Palavras-chave:** diversidade cultural; liderança transformacional; comunicação organizacional; inteligência cultural.

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### **INTRODUCTION**

The rapid transformations in contemporary work environments have shaped organizations

characterized by increasing cultural, professional, and generational diversity. This phenomenon stems from processes of globalization, labor mobility, and institutional interconnectedness that redefine internal work dynamics (Abdulwahid & Abdelghani, 2024). In this context, diversity ceases to be a merely descriptive category and becomes a structural element that influences decision-making and organizational culture. According to Robbins and Judge (2017), heterogeneity within teams can significantly impact collective performance. Therefore, understanding its impact is essential for institutional sustainability. Today's organizations require strategic approaches that effectively integrate these differences.

Along these same lines, diversity is no longer conceived solely as a demographic trait, but as a strategic resource capable of generating competitive advantages when properly managed. From an organizational management perspective, diverse human capital fosters innovation, creativity, and adaptability in complex and changing environments. Chiavenato (2020) argues that modern institutions must adopt flexible administrative models that enhance human talent in all its dimensions. However, this potential only materializes when inclusive policies and participatory structures exist. Promoting constructive interaction among members strengthens internal cohesion (Paliz Sánchez et al., 2024). Consequently, diversity management becomes a central pillar of contemporary leadership.

Contemporary organizational sociology argues that professional and cultural identities directly influence interaction, leadership, and decision-making processes within institutions (García-Segura, 2022). These identities are constructed from formative experiences, social values, and cultural frameworks that shape how individuals perceive authority and cooperation. In diverse institutional environments, such differences affect power dynamics and communication styles. Schein (2010) explains that organizational culture acts as a system of shared meanings that guides collective behavior. Therefore, understanding the cultural foundations of an organization is key to managing diversity. Without this analysis, tensions can intensify and negatively impact institutional performance.

In multicultural contexts, differences can become both sources of conflict and opportunities for collective enrichment, depending on the management mechanisms implemented. In this sense, participatory work emerges as an approach that strengthens cohesion, shared responsibility, and the building of common goals. Promoting collaborative spaces fosters mutual recognition and the integration of diverse perspectives. Northouse (2019) argues that inclusive and transformational leadership approaches enhance cooperation in heterogeneous teams. When a strong organizational culture exists, collaborative models reduce intercultural tensions and strengthen functional synergy. In this way, diversity becomes a strategic resource for innovation and institutional development.

In healthcare institutions, cultural diversity takes on particular importance due to the constant interaction among professionals from diverse educational and sociocultural backgrounds (Pitre Redondo et al., 2025). These environments are characterized by the need for interdisciplinary coordination, critical decision-making, and collaborative work under pressure. The plurality of medical and administrative approaches can enrich institutional practice, but it can also generate tensions if adequate integration mechanisms are lacking. Bass and Riggio (2006) argue that transformational leadership fosters collective motivation and cohesion in complex contexts. Consequently, human resource management in multicultural hospitals requires leadership skills geared toward inclusion. The quality of service depends, to a large extent, on the functional harmony among its members.

The Cuba/Algeria Friendship Hospital is a representative example of a multicultural organization, where diverse medical practices, leadership styles, and cultural references converge. This context offers an analytical opportunity to understand how organizational management influences the development of sustainable collaborative dynamics. Daily interaction among professionals of different nationalities demands effective communication

and intercultural sensitivity. Goleman (2013) highlights that emotional intelligence in leadership strengthens cooperation and reduces conflict in heterogeneous teams. Therefore, studying this hospital allows us to examine the relationship between institutional management, cultural diversity, and organizational performance. Thus, it is consolidated as a relevant case for the sociological analysis of multicultural healthcare organizations (Durán Muñoz, 2011).

From this perspective, the central research problem focuses on understanding how participatory work patterns manifest in a multicultural work environment and what factors determine their success or failure. The transition from diversity to organizational synergy does not occur automatically but depends on variables such as institutional values, leadership styles, and internal communication channels. The specialized literature maintains that transformational leadership and inclusive organizational cultures positively influence collective commitment and performance (Yukl et al., 2013; Robbins and Judge, 2017).

In line with the above, this study aims to diagnose the reality of participatory work in a multicultural institution, identify the factors that influence its effectiveness, and formulate proposals aimed at strengthening functional synergy. The scientific relevance of this research lies in its contribution to the sociological understanding of diversity management in healthcare organizations, articulating organizational theory and administrative practice. It also contributes to consolidating management approaches based on integration, professional coexistence, and sustainable institutional development (Chiavenato, 2020; Northouse, 2019).

## **Methodology**

This study is based on a structured methodological approach that logically articulates the problem, objectives, hypotheses, and variables. The conceptual and operational delimitation of the phenomenon under investigation responds to the need to guarantee scientific clarity and internal consistency. Espinoza Freire (2020a) argues that the precise formulation of the problem and its methodological components constitutes the central axis of all rigorous research. In this sense, the analysis of participatory work in a multicultural hospital setting requires precisely defining the study's core categories. Likewise, the methodological framework relies on systematic criteria for searching and selecting relevant academic literature. As Espinoza-Freire (2025a) points out, quantitative research allows for the examination of relationships between variables within structured social contexts.

## **Definition of key concepts**

The conceptual and operational definition of variables is an essential requirement to guarantee validity and analytical coherence. Espinoza Freire (2020a) emphasizes that all research must precisely establish the theoretical and empirical meaning of its central categories. In this study, participatory work is understood as structured collaboration among individuals to achieve common goals within a defined institutional framework. Operationally, it refers to the concrete cooperative practices developed by the employees of the Cuba/Algeria Friendship Hospital in their daily activities. Cultural diversity, for its part, is conceptualized as the plurality of cultural, linguistic, and professional backgrounds present in the institution. Operationally, it refers to the working relationship between Algerian and Cuban professionals who share responsibilities within the hospital system.

The multicultural organizational environment is defined as the administrative space where individuals from different cultural backgrounds interact under a common normative system. This category integrates structural, relational, and symbolic dimensions that influence institutional dynamics. Espinoza Freire (2020b) emphasizes that conceptual construction must be based on a systematic review of reliable academic sources. Accordingly, this study adopts organized and verifiable scientific search criteria. Espinoza-Freire (2025b) underscores that the application of structured methodological strategies strengthens the traceability of the

knowledge produced. Therefore, the definitions presented here are the result of a rigorous process of theoretical grounding and empirical delimitation.

### **Methodological field procedures**

This research adopts a descriptive-analytical approach with a predominantly quantitative focus, aimed at examining the reality of participatory work in the hospital under study. According to Espinoza-Freire (2025a), quantitative research allows for the measurement of variables and the establishment of behavioral patterns using structured instruments. However, complementary qualitative contributions are recognized for interpreting perceptions and relational dynamics. Espinoza-Freire (2020c) points out that the integration of qualitative perspectives enriches the understanding of complex social phenomena. Within this framework, a questionnaire was used as the primary data collection tool, consisting of closed-ended questions directed at medical, administrative, and nursing staff. This instrument allowed for the systematic collection of information on cooperation, leadership, and cultural diversity.

The descriptive method was applied to characterize the phenomenon as it manifests in the institutional setting. This methodological strategy allows for the analysis of organizational behavior without altering the participants' natural environment. Espinoza Freire (2020a) argues that the descriptive approach facilitates the identification of relationships between previously defined variables. Furthermore, research ethics was a guiding principle throughout the entire process. Espinoza-Freire (2022) emphasizes that scientific responsibility implies guaranteeing confidentiality, informed consent, and respect for the research subjects. Consequently, the questionnaire was administered according to rigorous ethical and academic criteria.

### **Population and sample**

The study population consisted of staff from the Cuba/Algeria Friendship Hospital, an institution characterized by its multicultural and cooperative nature. A purposive sample was selected, considering the participants' relevance to the phenomenon under investigation. Espinoza Freire (2020c) explains that this type of sample is appropriate when the aim is to delve into specific contexts rather than achieve broad statistical generalizations. From a methodological perspective, this decision responds to the need to access key actors in the organizational dynamics. Likewise, Espinoza-Freire (2025a) points out that the coherence between objectives and sample type strengthens the validity of the research design. Therefore, professionals directly involved in collaborative work practices were prioritized.

From a sociological and organizational perspective, the respondents represent strategic points within the institutional operational flow, such as physicians, nurses, and administrative staff. This selection allowed for the capture of perceptions related to leadership, communication, and intercultural cooperation. Espinoza-Freire (2025c) emphasizes that methodological rigor demands transparency in the justification of the procedures adopted. In accordance with this criterion, the selection of the sample is not only a technical decision but also an epistemological one. The multicultural nature of the hospital requires understanding the interactions from the perspective of those directly involved. In this way, the methodology adopted reflects a comprehensive understanding of the organizational phenomenon under study.

## RESULTS

### Presentation and analysis of personal data

**Table 1.**

Distribution of sample members according to personal variables (n = 63)

Variable	Category	Frequency	Percentage (%)
Gender	Male	43	68.25
	Female	20	31.75
Age group	25 to 34 years old	21	33.3
	35 to 44 years	28	44.4
	45 years and over	14	22.3
Professional title	Doctor	22	34.9
	Nurse	19	30.1
	Administrative staff	13	20.6
	Medical technician or assistant	9	14.4

**Source:** Prepared by the author based on data from the applied questionnaire (2026).

The data on gender distribution shows that 68.25% of participants are men, while 31.75% are women. This difference reveals a marked male predominance among the surveyed staff of the Cuba/Algeria Friendship Hospital. From a sociological perspective, this composition may reflect structural patterns of labor market integration in the health sector within specific cultural contexts. Furthermore, the gender gap could influence leadership dynamics and professional interaction styles. Although less represented, female participation is a relevant component for analyzing participatory work. This scenario raises the need to examine whether participation in collaborative processes occurs under equitable conditions.

Regarding age, the most represented group is the 35-44 age range, at 44.4%, followed by the 25-34 age group (33.3%), and finally, the 45 and over age group (22.3%). This age structure reflects the predominance of a workforce in the mid-career stage, characterized by consolidated experience and high productivity. The coexistence of different generations within the institution can foster knowledge exchange and the transfer of organizational learning. However, it could also generate divergences in communication and decision-making styles. Generational differences influence the perception of leadership and the adoption of collaborative practices. Therefore, participatory management must consider these variations to strengthen internal cohesion.

Regarding the professional distribution, physicians constitute 34.9% of the sample, followed by nursing staff at 30.1%, administrative staff at 20.6%, and medical technicians or assistants at 14.4%. This composition reflects an organizational structure centered on the clinical-care core, where physicians and nurses play a leading role in the provision of healthcare services. Administrative and technical staff, although less represented, fulfill strategic institutional support functions. The diversity of professional roles creates an interdependent system that requires constant coordination. This distribution may influence how leadership is exercised and decisions are made within the hospital. The professional hierarchy could hinder the implementation of horizontal, participatory management models.

From the perspective of organizational sociology, the combination of gender, age, and professional diversity creates a complex scenario for the development of participatory work. The existence of formal hierarchies and differences in professional capital can generate asymmetries in communication and the distribution of institutional power. If not managed

properly, these differences could hinder the development of functional synergies. However, when articulated under principles of mutual recognition and structured cooperation, they can become a source of organizational enrichment. The key lies in the adoption of inclusive leadership practices and effective interprofessional communication. In this way, diversity ceases to be a factor of fragmentation and is transformed into a strategic resource.

In summary, the results show that the Cuba/Algeria Friendship Hospital has a heterogeneous human structure that combines demographic and professional diversity. This context offers favorable conditions for analyzing the mechanisms of participatory work in a truly multicultural environment. However, the identified diversity also implies challenges related to coordination, integration, and the harmonization of professional interests. The consolidation of a participatory organizational culture will depend on the institution's capacity to manage these differences strategically. Consequently, the sociodemographic data not only describe the sample but also allow us to understand the structural foundations upon which the hospital's collaborative dynamics are built.

## 2. Presentation and analysis of the data related to the second sub-hypothesis

The second sub-hypothesis states that: "Cultural diversity contributes to improving functional creativity when managed within a participatory structure."

**Table 2.**

Contribution of cultural diversity to the enhancement of functional creativity within a participatory framework (n = 63)

No.	Item	Strongly agree	OK	Neutral	Disagree	Strongly disagree	Total
1	Cultural diversity enriches the work environment with new ideas.	28 (44.4%)	22 (34.9%)	7 (11.1%)	4 (6.3%)	2 (3.2%)	63
2	Interaction between cultures leads to creative solutions	30 (47.6%)	20 (31.7%)	8 (12.7%)	3 (4.8%)	2 (3.2%)	63
3	Diversity allows for an exchange of perspectives and a multiplicity of visions.	32 (50.8%)	21 (33.3%)	6 (9.5%)	2 (3.2%)	2 (3.2%)	63
4	Participative management makes positive use of cultural differences	29 (46.0%)	24 (38.1%)	6 (9.5%)	3 (4.8%)	1 (1.6%)	63
5	Diversity without administrative organization generates conflicts that reduce creativity	26 (41.3%)	19 (30.1%)	9 (14.3%)	5 (7.9%)	4 (6.3%)	63

**Source:** Prepared by the author based on the results of the questionnaire applied (2026).

### Analysis and interpretation

The results show a high level of acceptance of the proposed hypothesis. In the first four items, the levels of agreement (combining "strongly agree" and "agree") exceed 79%, reaching 84.1% in the third item. This demonstrates that hospital staff perceive cultural diversity as a factor that generates new ideas, exchanges perspectives, and innovative solutions. The low proportion of disagreeing responses confirms a favorable organizational trend toward multicultural integration. In functional terms, these data reflect an institutional culture open to pluralism. Diversity is not perceived as a threat, but rather as an opportunity for professional enrichment.

The second item, concerning creativity in problem-solving, shows a 79.3% acceptance rate, indicating that intercultural interaction is valued as a mechanism for generating innovation.

This result suggests that contact between professionals from diverse backgrounds promotes cognitive complementarity and the broadening of interpretive frameworks. From an organizational sociology perspective, this can be associated with the activation of diverse cultural capital within collaborative teams. Creativity, in this context, emerges as a product of symbolic and professional interaction. This reinforces the empirical validity of the proposed sub-hypothesis.

The fourth item confirms that participatory management is the mediating element that transforms diversity into an organizational advantage, with 84.1% overall acceptance. This finding demonstrates that respondents recognize the importance of inclusive leadership and horizontal communication structures. Participation not only facilitates the exchange of ideas but also reduces potential tensions arising from cultural differences. Thus, creativity depends not only on diversity itself but also on how it is managed. The participatory structure acts as a catalyst for multicultural potential.

The fifth item introduces a critical dimension by pointing out that unmanaged diversity can generate conflicts that affect creativity, with 71.4% agreement. This result demonstrates a mature organizational awareness of the risks of inadequate management of cultural differences. Diversity, therefore, does not automatically produce positive effects but requires clear institutional mechanisms. This finding strengthens the hypothesis, demonstrating that participatory management is a necessary condition for transforming plurality into functional synergy. The absence of organization could lead to internal fragmentation.

Taken together, the results confirm that the Cuba/Algeria Friendship Hospital has a favorable institutional perception of diversity as a strategic resource. The high value placed on creativity associated with multicultural interaction reveals the presence of organizational intelligence geared toward integration. The data suggest that the institution is moving toward a culturally intelligent management model, where participatory leadership and diversity are combined to enhance collective performance. Thus, the second sub-hypothesis is empirically supported. Cultural diversity, when integrated within a participatory framework, becomes a driver of innovation and institutional cohesion.

#### 4. Presentation and analysis of the data of the second sub-hypothesis

**Subhypothesis:** *Transformational leadership style positively influences the enhancement of synergy among employees from diverse backgrounds.*

**Table 4.**

Perception of transformational leadership and its influence on workplace synergy

Question No.	Question content	Strongly Accept	Accept	Neutral	Disagree	Strongly Disagree	Total frequency
1	The hospital's leadership inspires a shared vision among staff.	32 (50.8%)	20 (31.7%)	6 (9.5%)	3 (4.8%)	2 (3.2%)	63
2	Managers promote motivation and collective commitment	30 (47.6%)	23 (36.5%)	5 (7.9%)	3 (4.8%)	2 (3.2%)	63
3	Leadership fosters the integration of professionals from different cultures	28 (44.4%)	25 (39.7%)	6 (9.5%)	3 (4.8%)	1 (1.6%)	63
4	Active participation in decision-making is encouraged	27 (42.9%)	26 (41.3%)	5 (7.9%)	3 (4.8%)	2 (3.2%)	63

Question No.	Question content	Strongly Accept	Accept	Neutral	Disagree	Strongly Disagree	Total frequency
5	Leadership strengthens trust and team cohesion	31 (49.2%)	22 (34.9%)	6 (9.5%)	2 (3.2%)	2 (3.2%)	63

The results reflect a highly favorable trend regarding the influence of transformational leadership on generating organizational synergy. The sum of the "Strongly Accept" and "Accept" categories ranges from 82.5% to 84.1%, demonstrating a consolidated perception of inspirational, motivating, and inclusive leadership within the hospital. This statistical behavior confirms the internal consistency of the proposed sub-hypothesis.

From a sociological perspective, this data indicates that institutional leadership is not limited to administrative management, but rather fulfills a role in articulating diverse professional identities. Building a shared vision allows for transcending cultural differences and strengthening a sense of collective belonging. In multicultural contexts such as the Cuba/Algeria Friendship Hospital, this capacity is strategic for maintaining organizational cohesion.

Transformational leadership, conceptualized by Bernard M. Bass and expanded upon by Ronald E. Riggio, posits that inspiration, intellectual motivation, and individualized consideration are fundamental pillars for enhancing group performance. The data obtained empirically confirm this theoretical perspective, as the majority of respondents recognize leadership practices focused on trust, participation, and intercultural integration.

Furthermore, the theory of emotional intelligence applied to leadership, developed by Daniel Goleman, posits that a leader's ability to manage collective emotions strengthens cooperation and reduces cultural tensions. The observed results align with this approach, demonstrating high levels of positive perception regarding cohesion and organizational climate.

In structural terms, it can be said that the hospital exhibits characteristics of a "Synergistic Organizational System," where formal authority is complemented by relational processes based on trust and mutual recognition. This integration between formal leadership and social interaction fosters the development of internal social capital and consolidates mechanisms for sustained cooperation.

Comparatively, the findings are consistent with international studies that highlight how transformational leadership in multicultural hospital settings increases efficiency, improves interprofessional communication, and reduces conflicts arising from cultural differences. However, this study offers added value by demonstrating how the perception of leadership directly translates into the activation of internal synergies, beyond the mere functional fulfillment of tasks.

Therefore, the data support the proposed sub-hypothesis: transformational leadership style positively influences the enhancement of synergy among employees from diverse backgrounds. This is not merely an administrative variable, but a structural element that contributes to building a cooperative, resilient, and culturally integrated organizational environment.

#### 4. Presentation and analysis of the data of the second sub-hypothesis

**Subhypothesis:** *Transformational leadership style positively influences the enhancement of synergy among employees from diverse backgrounds.*

**Table 4.**

Positive impact of transformational leadership style on improving synergy among employees from diverse backgrounds

Question No.	Level of Agreement	Frequency	Percentage (%)
1. Leadership contributes to fostering cooperation among employees	Strongly Accept	32	50.8%
	Accept	21	33.3%
	Disagree	6	9.5%
	Strongly Disagree	4	6.4%
2. Leaders promote mutual respect among culturally diverse employees	Strongly Accept	29	46.0%
	Accept	24	38.1%
	Disagree	7	11.1%
	Strongly Disagree	3	4.8%
3. Leadership focuses on involving everyone in decision-making	Strongly Accept	26	41.3%
	Accept	23	36.5%
	Disagree	9	14.3%
	Strongly Disagree	5	7.9%
4. The leader's style inspires and motivates to overcome cultural differences	Strongly Accept	28	44.4%
	Accept	25	39.7%
	Disagree	6	9.5%
	Strongly Disagree	4	6.4%
5. Leadership creates an environment of trust and teamwork	Strongly Accept	30	47.6%
	Accept	22	34.9%
	Disagree	7	11.1%
	Strongly Disagree	4	6.4%

The results show that the majority of the sample—with acceptance rates ranging from 70% to 84.1% when combining the *Strongly Accept* and *Accept categories*—recognizes that the prevailing leadership style in the hospital has a positive and tangible impact on consolidating organizational synergy. This statistical trend reflects a strong collective perception of the leader's strategic role in building effective cooperation within a multicultural environment.

From the perspective of contemporary organizational sociology, these findings can be interpreted as a concrete manifestation of transformational leadership, understood not only as administrative management but also as the symbolic construction of collective meaning. In this view, the leader ceases to be a mere supervisor and becomes an articulator of diverse identities, generating cohesion among professionals from different educational and cultural backgrounds.

The transformational leadership approach developed by James MacGregor Burns and expanded upon by Bernard M. Bass posits that effective leadership is based on idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

These dimensions are clearly reflected in the responses obtained, particularly in the items related to cooperation, participation in decision-making, and building organizational trust.

In this context, the leadership observed at the Cuba/Algeria Friendship Hospital can be interpreted as generating what we might call "multicultural group synergy," a dynamic that transcends mere workplace coexistence and promotes genuine integration. This phenomenon strengthens organizational social capital, increasing mutual trust and reducing potential tensions arising from cultural or professional differences.

The results also reveal the consolidation of a culturally inclusive leadership, capable of legitimizing diversity as a strategic resource. The promotion of mutual respect and collective participation in decision-making demonstrates a management approach focused on equity and internal cohesion, key factors for efficient performance in healthcare institutions.

Comparatively, these findings align with research highlighting that transformational leadership in multicultural hospitals increases cooperation and optimizes the organizational climate. However, they differ from studies conducted in contexts where traditional bureaucratic models persist, which limit horizontal interaction and reduce the effectiveness of culturally diverse teams. This demonstrates that the institutional context and the actual practice of leadership are decisive variables.

In light of the statistical and theoretical analysis, the proposed sub-hypothesis is confirmed: transformational leadership positively influences the enhancement of synergy among employees from diverse backgrounds. Diversity becomes an organizational strength only when it is guided by conscious, inspirational, and integration-oriented leadership, thus marking the transition from conventional administrative management to genuine organizational inspiration.

## 5. Presentation and analysis of the data of the second partial hypothesis

**Partial hypothesis:** *Effective organizational communication reduces cultural conflicts and improves team spirit.*

**Table 5.**

*Effective organizational communication as a factor in reducing cultural conflicts and strengthening team spirit*

Question No.	Level of agreement	Frequency	Percentage (%)
1. Communication helps reduce tensions caused by differences in background.	Strongly accept	31	49.2%
	Accept	22	34.9%
	Disagree	7	11.1%
	Strongly disagree	3	4.8%
2. Information is exchanged transparently between employees	Strongly accept	27	42.9%
	Accept	25	39.7%
	Disagree	8	12.7%
3. Management uses methods that take cultural differences into account.	Strongly disagree	3	4.8%
	Strongly accept	29	46.0%
	Accept	24	38.1%
4. Continuous communication improves trust among employees	Disagree	6	9.5%
	Strongly accept	30	47.6%
	Strongly disagree	4	6.4%
	Accept	23	36.5%
	Disagree	6	9.5%

Question No.	Level of agreement	Frequency	Percentage (%)
	Strongly disagree	4	6.4%
	Strongly accept	28	44.4%
5. Meetings and debates reduce cultural misunderstandings	Accept	25	39.7%
	Disagree	7	11.1%
	Strongly disagree	3	4.8%

The results show that over 80% of respondents—combining the *"Strongly Accept"* and *"Accept"* categories—perceive that organizational communication in the hospital plays a crucial role in reducing cultural tensions and strengthening team spirit. This high level of consensus demonstrates a communication dynamic characterized by transparency, reciprocity, and the recognition of diversity as a structural component of the institution.

From the perspective of contemporary sociological theory, organizational communication is not limited to the transmission of technical information, but rather constitutes a process of symbolic construction of shared meanings. Along these lines, Jürgen Habermas's approach to communicative action maintains that authentic dialogue generates legitimacy, mutual understanding, and social cohesion. The data obtained precisely reflect this interactive dimension, where communication fosters cultural integration instead of exacerbating differences.

Statistical indicators suggest that the institution has evolved toward an interactive communication model, characterized by a balance of horizontal and vertical channels. This shift from purely formal to participatory communication strengthens organizational trust and reduces the likelihood of silent conflicts. Regular meetings and discussions help to dispel misunderstandings and consolidate respectful working relationships.

From the perspective of organizational culture proposed by Edgar Schein, the absence of effective communication can generate parallel subcultures that fragment institutional identity. In contrast, when communication is open and culturally sensitive, a progressive integration occurs that harmonizes diverse values and practices. The hospital's results show that this integration manifests itself in high levels of interpersonal trust.

Furthermore, the data reveal the application of adaptive communication strategies that take into account linguistic, religious, and social differences. This approach aligns with the concept of "culturally sensitive organizational communication," which posits that the explicit recognition of diversity reduces the likelihood of conflict and strengthens group cohesion. In this context, communication acts as both a preventive and corrective mechanism in the face of cultural tensions.

Compared to research conducted in other institutional contexts, these findings align with studies indicating that transparency and ongoing dialogue significantly reduce conflict in multicultural hospital settings. However, they differ from research conducted in educational settings where communication failed to mitigate cultural differences, suggesting that the professional context and the nature of the tasks influence communication effectiveness.

In light of the statistical and theoretical analysis, it can be stated that the Cuba/Algeria Friendship Hospital constitutes a functional model of communication management in multicultural environments. Communication operates not only as an administrative tool, but also as a dynamic social structure that builds collective identity and strengthens team spirit. Consequently, the partial hypothesis is accepted: effective organizational communication reduces cultural conflicts and strengthens institutional cohesion.

#### **Fourth: Results in light of the study hypotheses**

##### **1. Acceptance of the first partial hypothesis**

The statistical results obtained demonstrate a high level of acceptance regarding the proposition that cultural diversity, when integrated within a participatory organizational framework, enhances creativity in the workplace. In most of the items analyzed, the percentages of agreement exceeded 80%, demonstrating a broadly favorable perception among the sample members. This consensus indicates that employees do not perceive diversity as a factor of fragmentation, but rather as a source of professional and organizational enrichment. The low levels of disagreement reinforce the internal consistency of the data and consolidate the empirical validity of the proposed hypothesis.

Particularly relevant is the item that assessed the risks associated with the absence of a participatory administrative framework for managing diversity. 71% of respondents acknowledged that, without proper management, cultural differences could become sources of organizational conflict. This result reveals a critical awareness of the dual nature of diversity: its creative potential and its potentially disruptive character if not strategically channeled. Consequently, participants not only value diversity but also understand the need for participatory structures to guide its functional integration.

From the perspective of organizational sociology, these findings reflect the presence of institutionalized cultural capital that acts as a generator of added value. Diversity, understood as a cognitive and behavioral resource, broadens interpretive frameworks and facilitates the generation of innovative solutions to complex problems. This approach aligns with the organizational pluralism model proposed by David A. Thomas and Robin J. Ely, who argue that diversity can become a competitive advantage when managed through inclusive and participatory practices.

Furthermore, the results demonstrate what could be termed an advanced level of “organizational cultural intelligence,” understood as the collective capacity to recognize, respect, and leverage cultural differences to improve group performance. In this context, participative leadership acts as a structural mediator, transforming diversity from a passive demographic condition into an active strategic tool. Functional creativity then emerges as a product of the interaction between cultural plurality and flexible organizational structures.

Comparatively, the findings align with recent research highlighting the importance of participatory models for reducing intercultural tensions and strengthening organizational trust. However, they contrast with studies conducted in contexts where rigid bureaucratic management predominates, which tends to generate isolated subcultures and professional fragmentation. This confirms that the positive impact of diversity depends largely on the management style implemented.

In summary, based on the quantitative analysis and sociological interpretation of the data, it is concluded that the Cuba/Algeria Friendship Hospital represents a contemporary model of post-bureaucratic diversity management. The institution has successfully implemented participatory mechanisms that allow it to transform cultural differences into opportunities for innovation and the strengthening of collective intelligence. Consequently, the first partial hypothesis of the study is accepted: cultural diversity contributes to enhancing functional creativity when managed within a participatory framework, thus consolidating itself as a strategic resource for organizational innovation.

##### **2. Acceptance of the second partial hypothesis**

The statistical results presented in Table (03) demonstrate a consistent trend toward the recognition and consolidation of organizational values that promote cooperation and teamwork at the Cuba/Algeria Friendship Hospital. Acceptance percentages—the sum of the

*Strongly Accept* and *Accept categories* —ranged from 76.2% to 84.1% across all analyzed items. This quantitative regularity demonstrates a widely shared perception of the effectiveness of the institutional value system in fostering collaborative dynamics. The low incidence of negative responses reinforces the strength of the observed trend and confirms the internal consistency of the data.

These indicators confirm that the hospital's organizational culture is structured on principles of trust, mutual support, equity, and integration. These elements are essential foundations for the effectiveness of professional teams, especially in multicultural environments where coordination and cooperation are indispensable. The clarity and legitimacy of institutional values not only guide formal behavior but also strengthen collective commitment to shared goals. In this sense, organizational values act as a regulatory mechanism for social interaction and as a catalyst for group performance.

The data also reveal that employees do not passively accept the formal values established in institutional regulations and policies, but actively participate in building a vibrant and interactive organizational culture. This dynamic reflects the convergence between formal and informal structure, generating what can be interpreted as an "integrated, interactive organizational system." From the perspective of Talcott Parsons' structural functionalism, the organization functions as a social system where shared values guarantee stability and cohesion. Subsequently, Michel Crozier's contributions on "organizational games" allow us to understand how power dynamics, trust, and internal negotiation shape genuine cooperation within institutions.

Comparatively, the results are consistent with studies that underscore the importance of fostering cooperative cultures in multicultural hospitals to reduce conflict and strengthen professional harmony. Previous research has demonstrated that institutional values not only complement technical training but also constitute a structural component in building effective teams. In this study, the emphasis on informal values—such as fairness, belonging, and equality—adds a qualitative dimension that broadens the traditional understanding focused solely on formal norms.

From a contemporary sociological perspective, it can be argued that the hospital embodies a model of a "participatory facilitative system," where collective values function as a strategic lever for activating teamwork. The coherence between statistical indicators, theoretical interpretation, and institutional context allows us to maintain that cooperation is not a spontaneous phenomenon, but rather the result of an organizational culture structured and legitimized by its members.

Therefore, based on the quantitative evidence and sociological analysis, the second partial hypothesis of the study is accepted: the presence of organizational values that support cooperation stimulates teamwork within the organization. These results confirm that institutional values constitute a strategic resource for strengthening professional cohesion and optimizing collective performance in culturally diverse organizational contexts.

### **3. Acceptance of the third sub-hypothesis**

The statistical results presented in Table (04) demonstrate a clear and consistent trend regarding the positive impact of transformational leadership on enhancing synergy among employees from diverse backgrounds at the Cuba/Algeria Friendship Hospital. Acceptance levels—the sum of the *Strongly Accept* and *Accept categories* —ranged from 77.7% to 83.3% across the various items evaluated. This quantitative regularity shows that the majority of respondents recognize the direct influence of leadership style on strengthening cooperation and internal cohesion. The low proportion of disagreement reinforces the empirical validity of the proposed sub-hypothesis.

The data reflects that institutional leadership not only fulfills administrative functions but also

acts as a catalyst for trust, mutual respect, and a sense of belonging. The widespread perception that the leader fosters participation and cultural integration indicates that the organizational environment is structured around inclusive dynamics. In a multicultural context, this practice is crucial for transforming potential differences into opportunities for professional complementarity. Thus, synergy does not emerge spontaneously but rather as the result of strategic leadership based on inspiration and collective motivation.

From the theoretical perspective of transformational leadership, developed by James MacGregor Burns and later expanded upon by Bernard M. Bass, an effective leader is characterized by exerting idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components are clearly reflected in the responses obtained, particularly in the items related to promoting cooperation, participation in decision-making, and overcoming cultural differences. Within this conceptual framework, leadership becomes a process of symbolically constructing a shared vision and organizational cohesion.

Comparison with previous studies shows significant overlap with research conducted in multinational hospitals, where transformational leadership has been shown to strengthen professional cooperation when practiced in environments of equity and trust. Similarly, recent research in healthcare institutions has confirmed that this leadership style improves employees' ability to transcend cultural and linguistic barriers. These empirical convergences support the external consistency of the findings obtained in the present study.

From a sociological perspective, the hospital exhibits characteristics of a synergistic organizational system, where formal authority is complemented by interpersonal relationships based on recognition and legitimacy. Leadership's influence extends beyond task completion to create an institutional climate oriented toward intercultural cooperation. This context facilitates functional integration and enhances the collective performance of the professional team.

Therefore, based on the statistical evidence and its articulation with the theoretical foundations, the third sub-hypothesis of the study is accepted: the transformational leadership style positively influences the improvement of synergy among employees from diverse backgrounds. The consistency between quantitative indicators, sociological analysis, and specialized literature confirms that transformational leadership constitutes a key structural factor for cohesion and performance in culturally diverse organizational environments.

#### **4. Acceptance of the fourth sub-hypothesis**

The statistical results presented in Table (05) demonstrate that effective organizational communication at the Cuba/Algeria Friendship Hospital significantly contributes to reducing cultural conflicts and strengthening team spirit. More than 80% of respondents agreed or strongly agreed with the statements related to transparency, respect for diversity, and interpersonal trust. This high level of consensus shows that internal communication is not perceived as a merely technical mechanism, but rather as a strategic process that sustains institutional cohesion. The low proportion of negative responses reinforces the empirical consistency of the proposed hypothesis.

From a theoretical standpoint, organizational communication is a central pillar of contemporary organizational theory, particularly in multicultural contexts where cultural differences can lead to misunderstandings if adequate channels of interaction are lacking. Jürgen Habermas's theory of communicative action posits that communication is a social act oriented toward understanding, capable of generating legitimacy and mutual recognition among the actors. In this sense, the results obtained reflect an institutional dynamic where dialogue contributes to the construction of shared meanings and the consolidation of an inclusive organizational identity.

The high statistical indicators also suggest that the institution has evolved from a vertical and technical communication model toward an interactive and participatory approach. This transition allows cultural differences to be addressed openly and constructively, rather than ignored. Continuous communication, through meetings and discussion forums, fosters organizational flexibility and strengthens the sense of collective belonging. Consequently, communication serves as a preventative tool against intercultural tensions and as a promoter of institutional trust.

From the perspective of organizational culture proposed by Edgar Schein, the absence of effective communication can foster the formation of parallel subcultures that fragment internal cohesion. In contrast, when communication channels are clear, consistent, and culturally sensitive, a gradual integration occurs that reduces latent conflicts and strengthens cooperation. The hospital's results demonstrate precisely this trend toward flexible cultural integration, based on transparency and mutual respect.

Comparison with previous studies confirms the external consistency of the findings. Research conducted in multinational hospitals has shown that transparent communication mitigates cultural tensions and strengthens teamwork, while the absence of clear channels exacerbates professional conflicts. However, some studies in educational settings have shown less impact of communication on reducing cultural differences, suggesting that the sectoral context influences the effectiveness of communication strategies.

In summary, the quantitative and theoretical analysis allows us to affirm that the Cuba/Algeria Friendship Hospital constitutes a successful model in the use of organizational communication as an administrative and sociological tool to consolidate cultural harmony. Communication not only facilitates the transmission of information but also builds shared meaning and strengthens team spirit in a diverse environment. Therefore, the fourth sub-hypothesis of the study is accepted: effective organizational communication reduces cultural conflicts and improves team spirit, supported by statistical rigor and its consistency with the specialized literature.

#### **Fifth: General results of the study**

The overall results of the study demonstrate that cultural diversity at the Cuba/Algeria Friendship Hospital is a strategic factor for fostering creativity and consolidating a participatory work environment. Statistical analyses showed an acceptance level exceeding 80% for most of the evaluated items, reflecting a broadly positive perception of the integration of different cultures within the organizational structure. This high rating indicates that employees do not see diversity as an obstacle, but rather as an opportunity to enrich the institution's dynamics. However, 71% of respondents indicated that, without adequate administrative organization, diversity could lead to conflicts, demonstrating an awareness of the need for strategic management.

Furthermore, the findings reveal that the hospital adopts an organizational model that integrates cultural capital as a resource to strengthen institutional creativity. This approach demonstrates a high level of "organizational cultural intelligence," understood as the institution's capacity to recognize, manage, and harmonize cultural differences in order to achieve collective goals. In this context, diversity not only broadens perspectives but also fosters the generation of innovative solutions and improves the quality of professional performance. Thus, the institution demonstrates that the conscious management of multiculturalism can become a competitive advantage.

Regarding the partial hypotheses, the results confirmed a strong presence of organizational values oriented towards cooperation and teamwork. Between 76.2% and 84.1% of participants agreed that the current value system promotes effective collaboration among employees from diverse backgrounds. This consensus reflects that the hospital's

organizational culture is based on principles of respect, solidarity, and shared responsibility. These values act as regulatory mechanisms that facilitate internal cohesion and reduce potential cultural friction.

Furthermore, transformational leadership has solidified its position as a key element in strengthening synergy among employees. Approval ratings, ranging from 77.7% to 83.3%, indicate that managers not only coordinate functions but also inspire, motivate, and foster collective commitment. This leadership style encourages identification with the institutional vision and promotes overcoming cultural barriers through the development of shared goals. Consequently, leadership acts as a catalyst for multicultural integration and enhanced team performance.

Finally, organizational communication proved to be an essential component for reducing cultural tensions and strengthening team spirit. More than 80% of respondents confirmed that effective communication significantly contributes to building trust and internal cohesion. The existence of transparent formal and informal channels facilitates mutual understanding and prevents the formation of isolated subcultures. In summary, the overall results support the study's four partial hypotheses, demonstrating that the proper management of cultural diversity, coupled with strong values, transformational leadership, and effective communication, constitutes a successful organizational model within the Friendship Hospital, Cuba/Algeria.

## **CONCLUSIONS**

This study confirmed that the strategic management of cultural diversity is a key factor in strengthening organizational performance in multicultural contexts. The findings demonstrated that when diversity is supported by strong institutional values, transformational leadership, and interactive organizational communication, cultural differences cease to be perceived as risk factors and instead become drivers of innovation and creativity. In this sense, the research shows that multiculturalism, when properly managed, does not fragment the institution but rather expands its collective capabilities and enhances the quality of teamwork.

Furthermore, the results reflect a significant level of organizational maturity in relation to institutional cultural intelligence. The institution analyzed demonstrates a clear understanding that cultural integration does not occur spontaneously, but rather requires flexible administrative structures, participatory leadership, and spaces for ongoing dialogue. This organizational awareness fosters the development of a work environment based on mutual respect, trust, and shared responsibility—essential elements for consolidating internal cohesion and functional stability in diverse settings.

Similarly, the research underscores the need to move beyond traditional administrative models focused solely on hierarchical control and toward more inclusive and collaborative approaches. In the context of globalization and contemporary social transformations, institutions that adopt participatory models are able to adapt more effectively to change and strengthen their competitiveness. Within this framework, cultural diversity becomes a strategic advantage that drives organizational learning and continuous innovation.

Consequently, the study recommends the institutionalization of formal cultural diversity management policies, accompanied by ongoing training programs, organizational assessments, and leadership development initiatives. These actions will help prevent internal conflicts, strengthen collective identity, and consolidate an inclusive and sustainable organizational culture. In short, the research confirms that the proper integration of diversity, organizational values, transformational leadership, and effective communication is key to achieving institutional cohesion and high performance in multicultural environments.

## STUDY LIMITATIONS

The study presented certain methodological limitations that should be considered when interpreting the results. First, the research was conducted in a single institution, which restricts the generalizability of the findings to other multicultural contexts. Furthermore, the cross-sectional design prevented the analysis of how variables evolved over time. Data was collected through participants' self-reporting, which may introduce social desirability bias. Finally, qualitative techniques that would have allowed for a deeper understanding of the symbolic and cultural dynamics present within the organization were not incorporated.

## FUTURE STUDIES

It is recommended that future research expand the sample to include other multicultural institutions in the health sector or in different strategic sectors, in order to compare results and strengthen the external validity of the proposed model. Likewise, it would be pertinent to incorporate mixed-methods approaches that combine quantitative and qualitative techniques to delve deeper into cultural meanings and organizational practices. Similarly, longitudinal studies would allow for the analysis of the sustained impact of diversity management on institutional performance and organizational innovation.

## RECOGNITION

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