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(Friedman, 1999)

(Sabri,2004; Ali, 1996)

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.(Yukul, 1998)
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(Agrawal & Blake & Krishnan, 2000) (Alimo-Metcalfe, *et al.*, 2001)
 (Mouton, 1984) (Vroom, 2000)

(Hersey & Blanchard, 1994) Halpin & Winer, (1957)

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(Den Hartog, <i>et al.</i> ,1999)	.4	(2005)
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*Adapted from Hoffman, R. (2004), "Culture and Leadership", in *Culture and Management Practice*, <http://facultyfp.salisbury.edu/rchoffman/cultmgmt.htm/index.htm>

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(Hofstede,1984)

(Hofstede, 2004 & 2009)

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(Hofstede,2003)			(2)
	50	/	
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Hofstede, G. (2003), *Cultures and Organizations: Software of the Mind*. London: McGraw- Hill :

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(Dadfar, 1990)

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(Sabri,

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Hickson & Pugh, 2002; Attiyeh,

(Hofstede, 1984)

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(9-1)	(.40)	100%	235
		22.6	53
		42.5	100
		34.9	82
(20-10)	(4)	100%	235
		87.2	205
		12.8	30
		100%	235
		88.1	207
		11.9	28
(3.67 =)	(.48)	100%	235
	(3.9=) (4.3=)	2.6	6
	(3.0=)	40.4	95
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		28.9	68
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1,0	3,6	13	17	68	103	34	1	
,87	4,1	2	8	38	95	92	2	
,95	3,4	8	23	98	76	30	3	
,92	4,3	3	4	24	96	108	4	
1,18	3,6	17	26	46	89	57	5	
,97	3,5	11	17	76	99	32	6	
1,01	3,9	9	14	38	107	67	7	
1,04	3,8	31	48	105	38	13	8	
,62	3,8	1	4	58	155	17	9	
.48	3.67							
,68	4,5	1	3	10	91	130	10	
,90	4,0	6	9	22	121	77	11	

1,04	3,0	21	61	82	55	13	12	
,94	3,0	11	44	112	51	17	13	
,95	3,6	6	26	67	104	32	14	
,77	4,1	1	6	21	102	105	15	
,84	3,6	2	13	89	95	36	16	
,69	4,4	-	3	18	86	128	17	
,84	3,9	3	8	51	118	55	18	
,79	4,3	2	6	19	108	100	19	
,72	4,4	-	6	15	93	121	20	
.46	3.91							
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(3.19 =)

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,94	3,6	6	22	76	105	35	1	
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,71	4,4	-	-	24	85	124	3	
,96	4,6	5	25	64	101	40	4	
1,28	2,7	55	60	49	52	19	5	
,96	3,0	18	37	117	48	15	6	
,99	2,0	84	82	49	17	3	7	
,83	3,5	4	10	105	87	29	8	
,68	4,0	-	5	36	140	54	9	
,86	4,0	5	6	35	118	71	10	
,71	3,6	2	10	95	114	14	11	

1,01	2,3	56	89	63	21	6		12
1,02	3,2	16	36	92	70	21		13
1,0	2,0	75	92	47	15	6		14
1,01	2,1	77	91	53	3	11		15
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(ANOVA) " "

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,65	3.18	.25	3.75	6	30
,39	3.14	.39	3.89	95	40-31
,30	3.28	.40	3.79	66	50-41
,32	3.16	.39	3.70	68	50
,35	3.19	.40	3.80	235	

ANOVA (7)

	F					
*.025	*3.187	.483	1.45	3		
		.152	35.02	231		
			36.37	234		
.099	2.12	.262	79.	3		
		.124	29.36	231		
		234				

(.05≥α)

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(Scheffe) (8)

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231

(.05≥α)

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*.012	*-2.5	3.78	205		
		3.97	30		
		3.19	205		
		3.14	30		
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232

0.05 ≥ p*

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	<i>t</i>				
*.021	*1.5	3.82	207		
		3.70	28		
		3.18	207		
		3.22	28		
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0.05 ≥ p*

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(Hickson & Pugh, 2002;
Attiyeh, 1993; Ali & Sabri, 2001; Sabri 2007)

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Jordanian Managers' Leadership Styles in Light of Their Cultural Values

Hala Abdulqader Sabri

ABSTRACT

This study aims at examining Jordanian managers' leadership styles in light of their cultural values. The study considered the cultural orientations of power distance and uncertainty avoidance, as independent variables, and task-people leadership styles as dependent variables. The study expected that, for cultural reasons, Jordanian managers' leadership style will be greater on task than people style. The results of the study sustained this hypothesis and showed that Jordanian managers adopted task style of leadership because they are more concerned in production and performance than people and relationships. The results also revealed that male, non-university graduates, and young managers were specifically more concerned in implementing task than people style of leadership. The study concludes that any change in Jordanian managers' leadership styles, can be achieved through cultural change in managerial values, and can benefit from the prevailing styles in other cultures, in order to face the current tough competition in the complex and dynamic business environment.

KEYWORDS: Jordanian Organizations, Leadership Styles, Cultural Values.

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