

# The conceptual Democratic Leadership Management Based Cultural Contexts: The Practical Implementation in the Conflict Resolution

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## Abstract

This research is referred to the conceptual democratic leadership management based cultural context. The practical implementation in the conflict resolution in the common societies of a living social group of people to respect, obey, humble and persuasive manner in leading the communities. Because a leader with the job of leadership must treat as our own family. The objective of this research this research to identify the leadership in running the conceptual leadership in engaging the leadership management based cultural diversity and context. The practical implementation is properly conducts. A visionary leadership is referred to a leadership that has his or her own big vision in running the leadership job to manage, coordination, controlling to the successful of and organization he or she leads. The result or finding the conceptual leadership management based cultural diversity, gender based, and implementation of the democratic leadership system rely on the leadership decision based collective decision to solve the conflict problem. The implementation of the democratic concept is creating for the social group in developing the living people. As a leader has his or her policy to solve the conflict resolution in the wide community. This is a proper way to achieve the target of the goal of the organization. A leader must not do a discrimination with his or her manner to find the solution. The implementation democratic system must be based on the cultural leadership manner to find the solution in respecting the cultural diversity. The human right law with its article to guarantee the social living people that all the human has the right to free, dignity, respect, to the human diversity. All human are born treated in dignity, free and rights.

## 1. Introduction

Leadership is defined and derived from a verb term to 'lead' means be in charge or command of (Smith, coed11 n.d. 2004) it encompasses a range of skills and qualities. A leader is an individual who influences and guides others toward achieving objectives or goals. Leadership is a perception for the management in leading the organization for the progressive of their activity to be advance of the organization of the future. The activity is only to enhance the maximal efforts to gain the global achievement from an organization's leaders' perception and expectation and objective toward the successful in the future.

As a part of a leadership development has traditionally focused on the leader (White 2016) to lead a group of some people in an organization achievable the main objective. Leadership is the ability to guide, motivate, and inspire individuals or groups toward achieving a common goal. The effectiveness of a (Zeerak 2022) leadership style may vary according to the context in which the leader is operating. A leader who hold a leadership he or she to control, coordinating, monitoring, supervise for the development of the organization management to provide a leaders' instructional capacities to the subordinate in a group of organization (Marjorie and Bixler 2024).

A leader can do a leadership job management with a high capacity in engaging the development of the future of his or her goals on a professional way of leading in his leadership issues to organize, control and manage his followers and not to be failed in his or her leading job in monitoring the members. His management view is to control the works of the subordinates in his group to win the success of their collective objectives. A leader is starting with the people (White, et al, 2016) who is tasked and being led also is tasked with leading to instruct his fellow members. Context is indeed a challenge: What are we to do about the radical differences in the context of leadership (Zeerak 2022).

With little thought about the variety of people the leader needs to engage, or the context in which he or she must operate in running a work operation activity in the group. He or she must be has a powerful instruction and maximum visibility to the members' work movements. A leader must a good leadership visionary and has good relationship with the community, other organization as partnership in producing the customers or clients for supporting their action ability. They play a

crucial role in various settings, including business, politics, community organizations, and more. Every leader has her or his own style of leadership, both man and woman (Rahman, Firman and friends, 2018).

Lorsch (2010) points out that leaders behave in the context of social systems around them that depends upon followers' expectations, organizational complexity, international differences and the organization's task (Lorsch 2010; Zeerak 2022). The maximum effort of the leaders in their management concept to the organization motivate structurally based hierarchically to promote their achievement of the competition with other neighbor's organization in preparing the product. For example a leader in a suco in this case chief of village to lead a group of people who live and occupy in an area of land of somewhere else. His leading in the suco area to control, monitor and advising the population to join the activity for the government programs or joint working in the suco area to his or her community members living place under his or her leadership management. His product is the joint working and government program issues in the suco areas as a part of his commitment and responsibility.

## 2. Literature review

### 2.1 Conceptual democratic leadership management

A leader has a high skills in good management of the group he or she leads for with his concept and his management system in leading his participants. The models of leadership development assume that the leader will use power from the exercise of formal authority and expertise to lead willing followers. This is an outdated perspective for law firms and law departments in a world whose future is uncertain and unclear, whose context is volatile (unstable) and complex, and where formal authority and expertise aren't as powerful as they once were (Figure 1).

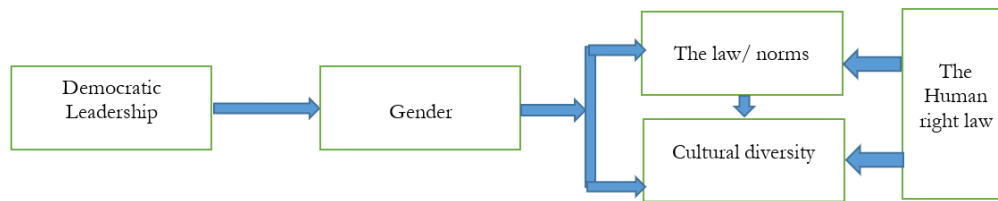


Figure 1. Conceptual thinking of the writer on the democratic system can be implemented to adaptable with the native cultural law or norms

Some key concepts of leadership are: Visionary: Leaders have a clear vision and can articulate it to inspire others (Leis & Warmingthon 2020). A visionary leader is someone that encourages, motivates, and creates necessary changes that will make an organization grow. They trust their staff without micromanaging and listen to their opinions and suggestions. These outstanding qualities, a visionary leader can lead different types of teams such as functional, cross-functional, self-managed, and virtual teams (Jaqua E., Jaqua T. 2021). Integrity: They demonstrate honesty and strong ethical principles, earning the trust of their followers (Souba 2011; Leis & Warmingthon 2020). Empathy: Good leaders understand and consider the feelings and perspectives of their team members (Berke 2022). Confidence: They exude confidence, which helps reassure and motivate others, men than to women on attributes considered critical to effective work performance, such as leadership ability, self-confidence, ambition, assertiveness, and force fullness (Dickson, et al, 2003). Resilience: Leaders navigate challenges and setbacks with determination and a positive attitude (Leis & Warmingthon 2020). An effective leader is a "visionary," innovative, and risk-averse. The cohesive strength of the organization is a commitment to experimentation and innovation. Leadership, in a very real sense, is born out of listening, they are called empathy listener. Our being" as a leader is meant to be converted into action, observable and measurable as the exercise of competent leadership. Being without action is a dud (useless); action without being is an unguided missile (Souba 2011).

Democratic leadership is a leader who holds his or her high responsibility to respect others right, respect for diversity in the living community, respect for human diversity, and never creating

any discrimination issues in social group such as race, ethnicity, and religion, state which he or her from, different language in a culture. There is no single decision in a democratic leadership for solution of a matter. Encourages participation and input from team members in a decision-making for final settlement for a conflict matter. The democratic leadership style tends to be open with employees, this can improve an employee's performance because they are able to work together and provide direct opinions with leaders (Isgunandar, Mulyani and Niswaty 2022).

A leader has to provide motivating his subordinate members to inspiring and encouraging team members to reach their potential. An effective leader should undertake a decision-Making to functions and roles as a holder of visionary leadership. This objectives is making informed choices that benefit the team and organization. Motivation is a struggle hard of a person with his or her intention to prove something well or successful. The theory of motivation is pointed out by Abraham H. Maslow (1908-1970). Maslow is a philosopher and scientist he puts all his ideas into his book with it topic "Motivation and Personality." He has five levels of dimensions as called hierarchy of needs (Sondang P. Siagian, 1995), Psychological needs, safety needs, love and belonging needs, and self-actualization needs (Ghaleb 2024).

## 2.2 The cultural context leadership

Cultural context leadership is one of the dimensions of the overall context in which a leader is operating according to Zeerak (Zeerak 2022). A leader must follow his role as a leader to follow the instruction from another top leader. A leader who follows the way of cultural context by means that the job of a leader in leading his or her group to obey and respect the cultural diversity. Respectful, humble, kind, persuasive and love his followers. In this regards the participants as his or her followers must giving feedback as same as similarly respect. The cultural respect on a variety of managerial and organizational system in developing the management of team work (Javidan, Dorfman, Howell, & Hanges 2010). Dickson, Deuling and Hartog (2003) argue that the refinement in the definition of "culture" and the identification of dimensions of culture, with clear application of these dimensions to cultural variation in leadership concept issues. Culture is defined as customs, ideas, and social behavior of a particular people or group of people (Mayor 2004; Hornby 1995; Waite 1998). Cultural differences are primarily encountered as differences in shared values, with values being defined as "broad tendencies to prefer certain states of affairs over others." (Dickson 2003).

Culture is a custom of a tradition must be obeyed jointly in a community group if a leader hold a leadership in leading a group of community to follow the rules of norms of traditional customs in a place of group of people who dominate a land. The sophistication of living people based on their levels of structures chief of families, the oldest people, and the ladies who are living together in a family with their children. Cultural leadership is a cultural conscience leaders in managing the group of living people. Because a leader is a member of society he is selected to lead and control the group of people in a living place of the society. A leader has to know the issues of other group of people about their problem that exist in their part of living situation. Leading is about collecting and analyzing data and creating the right internal context. For example, a leader who intends to create leadership bench strength (executive presence) will evaluate every structure, process, resource allocation, and socially constructive narrative for their effects or potential effects on what is needed to create leadership bench strength. As a leader mostly profound effort and pay maximum attention to the essential living hood of the people in the society on collective conscience, collective motivation, prevent the negative issues collectively in a collective living community as part of the work that proposed by Durkheim (1858-1917) (Kenneth Smith 2014) a group of people in a living place has own traditional custom, norms, their own rules of norms, the arts, religion, languages, works that has a commitment in the social group to do an activity, to prey and respect place as sacred. A leader has own maximum potential capacity to follow the cultural and traditional rules of norms. According to Durkheim there are some structures of commitments in the social living of the society group, Durkheim puts forward his ideas that society operated because of social solidarity. He saw this operating at four levels:

- (1) The system of bond between individuals and society.
- (2) The bonds between individuals within a society

(3) Members of a society are united by ties to that society

(4) Solidarity refers to the intensity of the cohesion of attachments which link the individuals to their society. (Kenneth Smith, et al, 2014).

a. Cultural diversity

Cultural diversity refers to the variety of cultural groups and the differences in their norms, values, practices, languages, and beliefs. It encompasses the rich tapestry of human experiences and identities, shaped by factors like ethnicity, nationality, gender, age, and socioeconomic status. Culture consists of values a given group holds, norms they follow, language they speak, symbols they respect and material or goods they create. Culture encompasses religion, food, what we wear, how we wear it, marriage, music, what we believe is right or wrong, how we sit at the table, how we greet visitors, how we behave with loved ones, and a million other things (Leopold & Abidin; Cong Lin, 2020).

Culture in an ethnic called Bunak in East Timor say "Beigua", (Silva 2023; Bele 2004). Beigua means everything the human use today are left by the old generation, our ancestors. All of their creations and effort we know today. Beigua in another word is trace the steps of ancestors. Everything we see, touch, use today are belong to the ancestors, old generation who lived in 600 million BC years ago (John Nicolson, 2007: 8). The ancestors are leaving all the various things that they left before they are closed to death. They know how to do the house, the rules of norms such as wedding in and wedding (Silva 2023) out system that is the process of marriage system adopt and created by the ancestor in the process of living activities during the periods of their era as of old generation societal in this planet. We know various things today because it were existed before.

b. Gender based

"Gender-based" refers to issues, behaviors, or practices that are influenced by an individual's gender. This concept encompasses a wide range of topics, including discrimination, roles, expectations, and rights, and it is critical in understanding social dynamics. Gender Discrimination: Unequal treatment based on gender can occur in various settings, including workplaces, education, and healthcare. This often manifests as wage gaps, limited opportunities for advancement, and biased hiring practices. Gender is a class (usually masculine, feminine, common, or neuter) into which nouns and pronouns are placed in some languages, distinguished by a particular inflection (Smith 2004; Mayor 2004; Hornby 1995; Waite 1998). Rajan and Krishnan (2002) argue that there are differences between a male and female manager in terms of emotional stability, aggressiveness, leadership skills, self-confidence, certainty (Rajan & Krishnan, 2002). The purpose of the online discussion "Women in Leadership Roles" was to analyze the status of women in senior leadership positions in several sectors (UNHCR 2007). Resener (1991) conducted a study on the leadership styles of male managers and female managers and found several things (J B Rosener, 1991):

- a. Women use "transformational leadership" more than men, motivating people by transforming individual self-indulgence into group goals.
- b. Women use "interactive leadership" styles by encouraging participation, sharing power and information, and enhancing their self-esteem.
- c. Compared to men, women prefer to think of the origin of their power as the interpersonal ability to have money rather than positions in organizations. (Berke 2022).

c. Gender history

In many country females are treated discriminable in common societies. Gender Discrimination unequal treatment based on gender can occur in various settings, including workplaces, education, and healthcare mainly in the war conflicts the women treated as sexual services. For example during in the war conflict in Indonesia, East Timor or generally in Asia's countries of second world war. The Japanese troops used the women to serve the armies in many places during the World War II also the conflict countries the women or the girls are as target for

the violence in various aspects in many places for their physical sexual intercourse. As given named comfort station as synonym word some barracks are provided by the armies to put the girls including married women forcedly and dragged into the little cottage for the troops in taking turn for having enjoy the girls' sex, they are named in Japanese words, Jugun Ianfu, means comfort women (Silva 2018). The Timorese or other conflict countries in many aspects the girl is used to save the life of themselves with their bodies unless they are killed with no reasons. An oral history from Liquiça region part of East Timor, a girl sews a red flag of the Japanese troops on her underwear in a barrack as comfort station in Liquiça district when a Japanese commander reached the door of the women barrack, that girl open and show her thigh to the commander (Taijun), he saw the red flag is being appeared by the girl, Ms. Jacinta, suddenly the commander instructed his soldiers to stop the practical sexual intercourse process in the barrack and after that he gives the 'salute' to the red flag in the skirt of the girl's body (Silva 2018). Then they were released all at once at the same time from her group. That girl was crying and streaming by saying some word toward the commander and his group, "don't you have your mother, daughters or sisters at home or not? Why do you do this sexual intercourse to serve your group for 24 hours with us each day and night?" Gender roles societal norms dictate expected behaviors and responsibilities based on gender. These roles can limit personal freedom and perpetuate stereotypes, such as the belief that men should be the primary breadwinners and women should be caregivers. The literature regarding the role of women in leadership positions within the realm of quality assurance in universities is scarce. Despite increasing recognition of the importance of diversity and equality, female leaders in higher education still face challenges in gaining support from their colleagues (Connell 2005).

According to the pre-history of East Timorese ethnic group the women has a highest dignity than men because of their dignity in serving the men for sexual married practical intercourse therefore they are not allowed to do the hard work, just stay at home, cook for their husband, giving birth in the family. The women or girls are not allowed to do the hard job in the farms. Because the giving birth the babies until few children cannot done by the men or males. Their works is just washing the clothes, cook, washing the cooking instruments in the kitchen in the family. That's why the women has a high value when a boy comes and offer to marry with the values of gold, money and animals for tribute as part of honor to her or in providing dowries paid (Silva 218) to her parents. In this forms the girls are mostly not allowed to go far, just wait for the husband stay at home. The husband can go for animal hunting, work in the farm, get water in the water resources, collecting the foods, climb up the trees to get some bush animals. The girls are not allowed to climb up the trees, it is hard for them when a girl fall into the ground from a tree.

Females, based gender representing one half of the human population, play vital roles in all aspects of society, from family and community to leadership and innovation in general public common societies in the recent periods.

#### d. The human right

The preamble on declaration of Universal of human right consecrates in the form of law to protect the people from the conflict situation in some war conflict countries around the world. The statement of declaration of human right (Human Rights, 2008), in the first paragraph declares that "whereas recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world, whereas disregard and contempt for human rights have resulted in barbarous acts which have outraged the conscience of mankind and

Article 1. "All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood." Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

In relevant with this most of the countries are asked to implement the rules of human right laws for all government entities to regulate all the citizens in the country to respect and valorize or treat the dignity of all human has rights for each person entirely in the territory of the country (Cong Lin 2020). Everyone had the rights to life, liberty and the security of person. The protection of

diverse cultures thus is as crucial to humankind as the protection of diverse species and ecosystems is to nature (UNESCO 2002).

The implementation of human rights must be adaptable (Silva 2024) and based on the cultural existence and cultural role of norms in the ethnic cluster of people in somewhere else or whole country. Because very often the rules of human right laws is set contradict or wrongly with the local cultural unwritten laws in many places in the country. The writer was also ever worked as local staff in the UN mission for more 12 years in East Timor. The rules of human right laws misinterpreted and misused in many areas. For example a girl sleep for doing the sexual practice illegally with a boy then a relative reach and capture her, there is no law to sanctioning the boy who was sleeping with the girl. A relative came to the police station to log the case, the International police say, "There is no law to condemn the boy, because they agree and accept each other." This statement is very opposing the cultural traditional laws in the society.

### **2.3 The practical implementation of democratic leadership in the conflict resolution**

As a leader with his or her powerful ideas to solve and settle a conflict resolution to inform and addressing or resolving conflicts effectively in his own ways of solution to maintain a positive work environment. For example the job of UN mission with it resolution to find out the solution in many countries to solve and settle the unsolved problem around the globe. One example of the UN resolution to China according to the general assembly resolution number 2758 Restoration of lawful rights of the people's Republic of China in the United Nations from the general assembly (General Assembly, 1971) in 1976th plenary meeting on 25 October 1971. The civil war conflict situation in Sera Leon, Congo, East Timor today as known Timor Leste, Palestine, Ukraine etc.

A mentorship effort a leader must providing some guidance and support to help others grow professionally and maturely (Stead 2005) to raise issues for consideration of mentoring leaders beyond the scope of this initiative. The purpose is to wake them up it is the job of a leader can be shared to his trustee subordinate followers. The social context of learning be one in which cooperation, constructive conflict resolution, and creative controversy are strongly emphasized (Wyllie 2020).

East Timor got a self-determination state in 2002 with the United Nation Security Council resolution no 384, adopted on December 22, 1975, (en.wikipedia.org 2025) noted the statement from the representative of Portugal, Indonesia and East Timor recognized the right of people of East Timor to self-determination and independence in according with the charter to separate from Indonesia's occupation. Conflict resolution refers to the methods and processes involved in facilitating the peaceful ending of conflict and retribution. It provides the theoretical underpinnings that throw light on the fundamental social psychological processes involved in understanding and managing conflicts at all levels: interpersonal, intergroup, organizational, and international. It is useful in understanding conflict processes as well as in helping people to learn to manage their conflicts constructively (Deutsch, Morton; Coleman, Peter T.; and Marcus, Eric C. (2006). Conflict is a situation between at least two interdependent parties (Neil Katz &Kevin McNulty 1994) that is characterized by perceived differences and that the parties evaluate as negative. This often results in negative emotional states and behaviors intended to prevail. The conflict is

Leading some critics to find undemocratic implications (Gastil 1994) in their ostensibly democratic model of leadership. Kariel (1956) argues that Lewin's perception of democracy is somewhat manipulative and elitist, and the exchange between Barlow (1981) and Freedman and Freedman (1982) suggests that Mao's "mass line leadership" in China used a model like Lewin's to mask coercion under the guise of participative group processes. Social scientists should respond to these international calls for democracy, because high-quality theory and research can aid those who seek to create democratic groups, communities, and nations. In fact, there already exists a substantial literature addressing the philosophical and empirical issues surrounding democratic governments, economies, and societies (e.g., Bellah et al., 1991; Dahl, 1989).

The view taken of the concept of leadership – that is, how it is conceptualized –affects the approach taken to understanding democratic leadership. This is not the place to undertake an extended discussion of definitions, but it is important to explain the conceptualization of leadership

that underpins. The idea of democratic leadership suggests that leadership can be conducted in ways that includes people rather than treating them simply as followers of the leader. (Woods 2019). Conceptual democratic leadership is a framework that emphasizes collaborative decision-making and shared governance within organizations or communities. Conceptual democratic leadership is not a single decision-maker and always involve the group decision-make in terms of a leader must not be complained against the leadership holder because it has been decided together.

## 2.4 Types of leadership styles theory

- a. Great-Man Theory the effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. (Bwalya 2023)
- b. Transactional leadership transactional leadership is defined as control, organization, and short-term planning. Leaders who adopt this style rely on a system of rewards and punishment to motivate their followers. (khan, Nawas 2016).
- c. Trait Theory the early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired.
- d. Contingency Theories (Situational) The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables.
- e. Style and Behavior Theory The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented.
- f. Process Leadership Theory additional leadership theories with a process focus include servant leadership, learning organizations, principal centered leadership and charismatic leadership, with others emerging every year. Greenleaf introduced servant leadership in the early 1970s. A resurgence of the discussion of servant leadership was noted in the early 1990s.
- g. Transactional Theory the leadership theories, by the late 1970s and early 1980s, activated to diverge from the specific perspectives of the leader, leadership context and the follower and toward practices that concentrated further on the exchanges between the followers and leaders.
- h. Transformational Theory transformational leadership distinguishes itself from the rest of the previous and contemporary theories, on the basis of its alignment to a greater good as it entails involvement of the followers in processes or activities related to personal factor towards the organization and a course that will yield certain superior social dividend. (Yukl 2006).

## 3. Methods

The method in this research analysis is a qualitative descriptive analysis method which consist of collecting all relevant resources through file compiling from websites before presented into publication to the journal. Qualitative descriptive analysis is a method to describe, observe, make note (Creswell, 2023). Qualitative research is concerned with feelings, ideas, or experiences. Ugwu and Eze (2023). Qualitative research is used to comprehend how individuals perceive their surroundings.

## 4. Result and Discussion

The result of this research analysis to provide and identify the effort of democratic leadership management system in practical implementation based cultural diversity, respect, obey,

and tolerance in respecting the human right laws set with the cultural traditional norms together, and respect the progressiveness of the traditional ways of living society in the social perception. Because culture is a process of thinking bits from the collective conscience concept which pointed out by Emile Durkheim (1858-1917) (Kenneth Smith, 2014). The practical implementation of the human right laws set together and jointly with the traditional unwritten law and norms. The traditional laws are inherited by the ancestors. The implementation of democratic leadership is not a single decision from a leader but based on the collective decision. It is good for all the followers' ideas is considered as respected accumulation decision. A leader with his or her powerful ideas to solve and settle a conflict resolution to inform and addressing or resolving conflicts effectively. The objective is to prevent another problem will occurred anymore in the future.

## 5. Conclusion

A leader should has an obedience, respectful kindly, humble, treat the followers as a brother and sister, considers their opinion or ideas in finalizing the job of team work. As leader also perfectly knowledge and skills to lead the team work in an organization. Democratic leaders usually do the decision not on single way decision but should acceptable the collective decision from the subordinate for successful of the team work in n organization. A good leader has his or her own conceptual thinking in decision make. The objective is to achieve the goal of the team work in the organization achieving the determined target to gain the future. To solve a conflict situation must sit together with all parts on the group. Because to make unexpected negative issues in next time. As a leader must be an encourage person with the potential capacity to find out the solution of the conflict.

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