

Appendix 4: Table of Abbreviations

AHRD	Academy of Human Resource Development
ANOVA	An analysis of variance
ARB	Acquiescent response bias
AS	Assertiveness (GLOBE)
AVE	Average Variance Explained
BGSI	Qatar Civil Service Bureau Economic and Management Support
BME	Business Monitor International
CBI	Capacity Building Initiative
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
CLT	Cultural Leadership Trait
CoI	Institutional Collectivism (GLOBE)
CoII	In-group Collectivism (GLOBE)
CoM	Council of Ministers
CSV	Comma Separated Values File
DIY	Do-it-yourself [change]
ECBI	European Capacity Building Initiative
EDA	Exploratory data analysis
ERB	Extreme response bias
ESCWA	UN Economic and Social Commission for Western Asia
EU	European Union
F0	Future Orientation (GLOBE)
GCC	Gulf Cooperation Council
GD	Generalist' Directors
GDP	Gross Domestic Product
GDSP	General Secretariat for Development Planning, Qatar
GE	Gender Egalitarianism (GLOBE)
GfD	Governance for Development
GLOBE	Global Leadership and Organisational Behaviour Effectiveness
GSDP	General Secretariat for Development Planning
HDI	Human Development Index
HO	Humane Orientation (GLOBE)
HR	Human resource
HRD	Human resource directors
HRM	Human resources management
HRP	HR Professional Director [HRD with previous management experience]
IAD	Institute of Administrative Development, Qatar
ICFTU	International Confederation of Free Trade Unions
IDV	Individualism/Collectivism Dimension (Hofstede)
ILO	UN International Labour Organisation
IMF	International Monetary Fund
IWE	Islamic work ethic
LISREL	Linear structural relations
LMX	Leader-Member Exchange [theory]
LTI	Long-term/Short-term Orientation Dimension (Hofstede)
LV	Latent variable
MANOVA	Multivariate analysis of variance
MAS	Masculinity/Femininity Dimension (Hofstede)

MD	Managing director
MEED	Middle East Economic Digest
MENA	Middle East and North African
MNC	Multinational Corporation
MV	Measured variables
NC	National culture
NPM	New Public Management
OC	Organisational culture
OeD	Oxford English Dictionary
OECD	Organisation for Economic Development and Corporation
OLS	Ordinary Least Squares
PD	Power Distance (GLOBE)
PDI	Power-Distance Index (Hofstede)
PLS	Partial Least Squares
PM	Personnel Management
PO	Performance Orientation (GLOBE)
PRP	People Management Professional
PSDU	Public Service Development Unit
PSM	Public service motivation
PST	Principal Agent Theory
PWE	Protestant work ethic
QA	Questionnaire A
QB	Questionnaire B
QNB	Qatar National Bank
QNV 2030	Qatar National Vision 2030
QSA	Qatar Statistics Authority
RB	Response bias
SC	Supreme Council
SEM	Structural equation modelling
TINA	There is no alternative
TMG	Top Management Team [member]
UA	Uncertainty Avoidance (GLOBE)
UAE	United Arab Emirates
UAI	Uncertainty Avoidance Index (Hofstede)
UK	United Kingdom
UN	United Nations
UNDESA	UN Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNPAN	UN Public Administration Network
US	United States
USA	United States of America