

BUCHAREST UNIVERSITY OF ECONOMIC STUDIES



Doctoral School of Management

PhD Thesis

**THE INFLUENCE OF CULTURAL PRINCIPLES ON LEADERSHIP
IN JAPAN**

Presented and publicly defended by the author:

DORIN-FELICIAN MARCHIS

Academic advisor: Professor Ph.D. Marius Profiroiu

PhD Thesis Committee:

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Abstract

This research explores the intricate dynamics of leadership within a rapidly evolving global environment characterized by multipolarity. It highlights the necessity to reassess traditional leadership paradigms, focusing on the challenges leaders face in managing culturally diverse teams within extensive international networks. The study examines how cultural principles in Japan shape specific leadership styles and decision-making processes, hypothesizing that these principles significantly contribute to organizational growth, scalability, sustainability, and innovation. Additionally, it analyzes the contrasts and similarities between Japanese and Romanian leadership practices, aiming to identify successful Japanese cultural principles that can enhance profitability and resilience in Romanian companies.

This research makes an original contribution by exploring leadership within the context of a rapidly evolving, multipolar global environment. The study is distinctive in its comparative approach, analyzing both Japanese and Romanian leadership practices. Theoretically, it advances the understanding of leadership by combining established frameworks (such as Hofstede's cultural dimensions) with Japanese concepts such as Ikigai, Kokorozashi, and Generative leadership. Importantly, the integration and application of Aikido principles to the analysis of how leadership styles, decision-making, and organizational outcomes are shaped represents the personal contribution of the author. Methodologically, the study is qualitative, based on survey data and participatory observation, allowing for an in-depth and context-sensitive exploration of leadership practices. Empirically, it provides new evidence on how Japanese cultural principles foster organizational growth, scalability, sustainability, and innovation, and examines their potential applicability in Romanian business contexts. By proposing a new leadership model informed by Japanese practices, the research offers actionable insights for practitioners and contributes to the development of more resilient and effective leadership strategies in diverse cultural settings.

Keywords: Leadership, Cultural Principles, Decision-Making, Organizational Growth, Japan, Romania.