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The Influence of Cultural Norms on Decision-Making and Emotional Intelligence: Perspectives from FLIGBY in Post-Soviet and Central European Leadership

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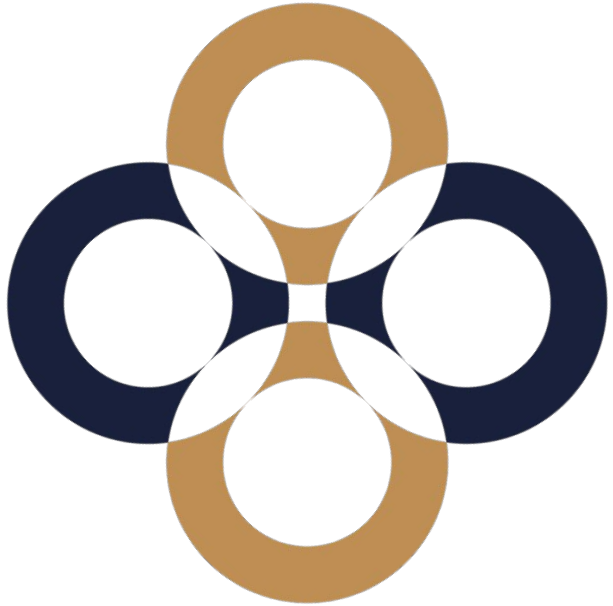


Budapest 2025

SIGNIFICANCE OF THE RESEARCH TOPIC

- Highlights how cultural norms shape leadership skills, especially decision-making and emotional intelligence
- Leadership skills assessed via serious game FLIGBY
- Leadership style matters for organizational performance and international cooperation

PURPOSE OF THE RESEARCH TOPIC

To examine how leadership skills and style, particularly decision-making and emotional intelligence, differ

between managers in Hungary and Kazakhstan measured through the FLIGBY serious game.

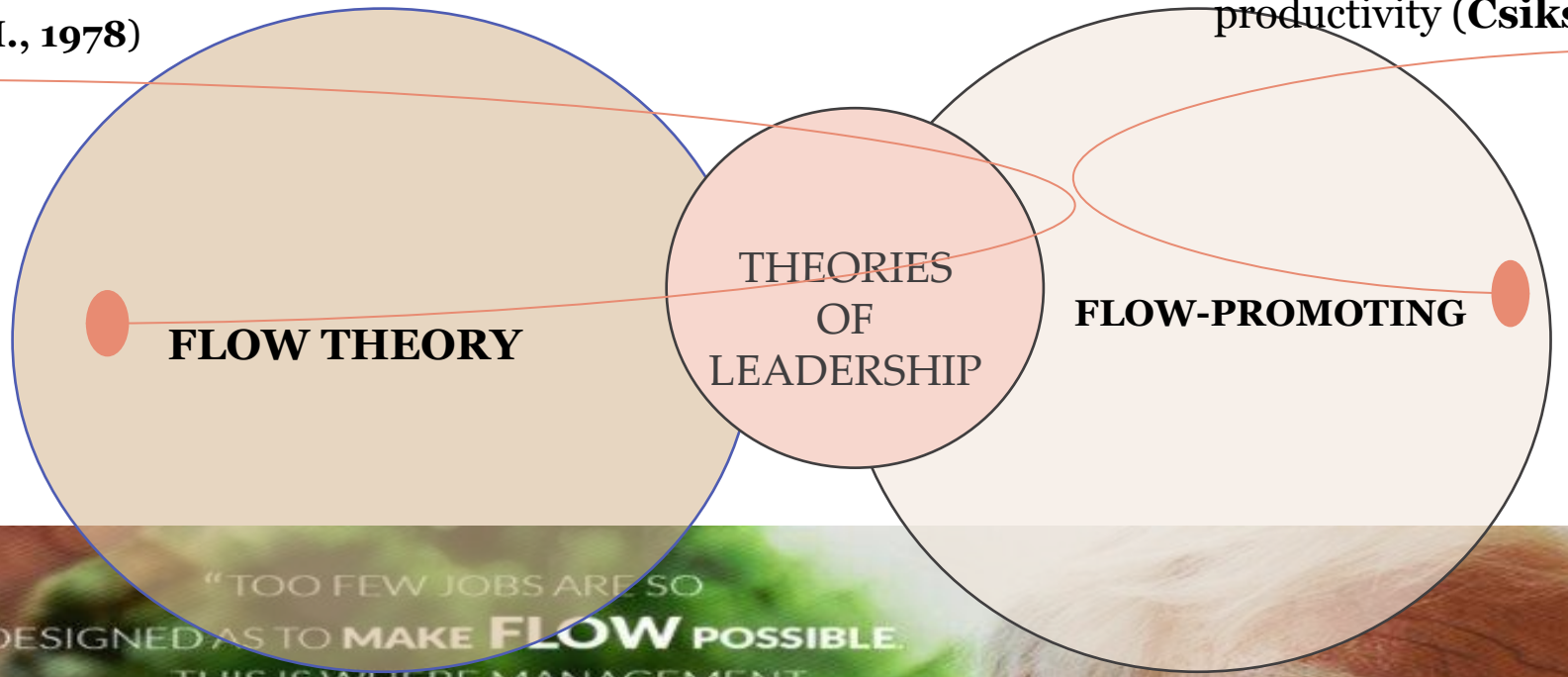
RESEARCH QUESTIONS

- What are the differences in decision-making approaches between managers from Kazakhstan and Hungary as observed in the FLIGBY serious game?
- How do emotional intelligence competencies vary between Kazakh and Hungarian managers in a simulated leadership environment in FLIGBY?
- How do regionally influenced leadership styles impact overall performance and flow state facilitation in FLIGBY?

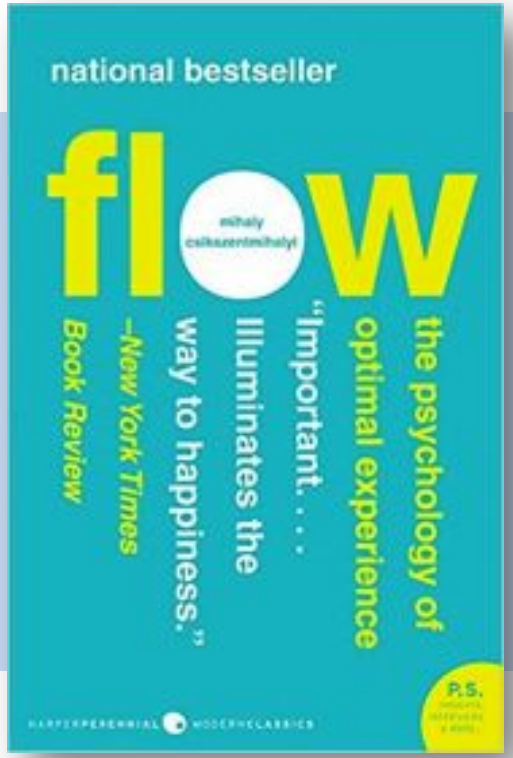
LITERATURE REVIEW I: LEADERSHIP THEORIES

Focuses on inspiring and motivating individuals to achieve their full potential and create meaningful change (**Burns, J. M., 1978**)

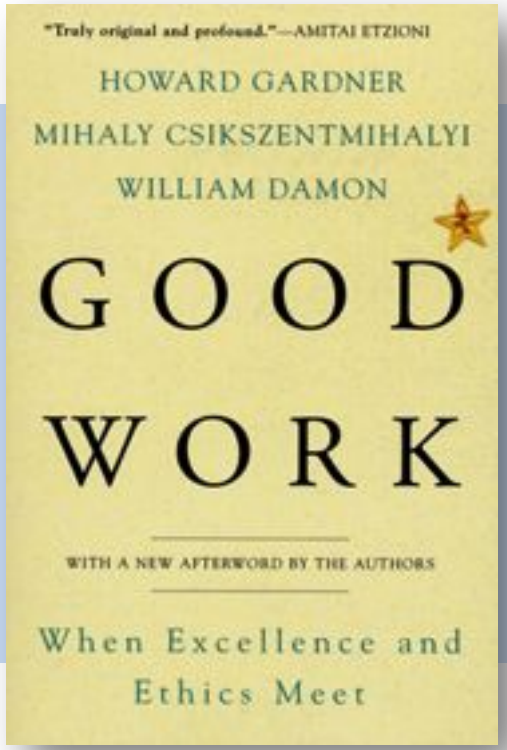
Centers on fostering deep focus and engagement for optimal performance. Based on Csikszentmihalyi's Flow Theory, it aligns challenges with skills to create motivation and productivity (**Csikszentmihalyi, M., 1990**).



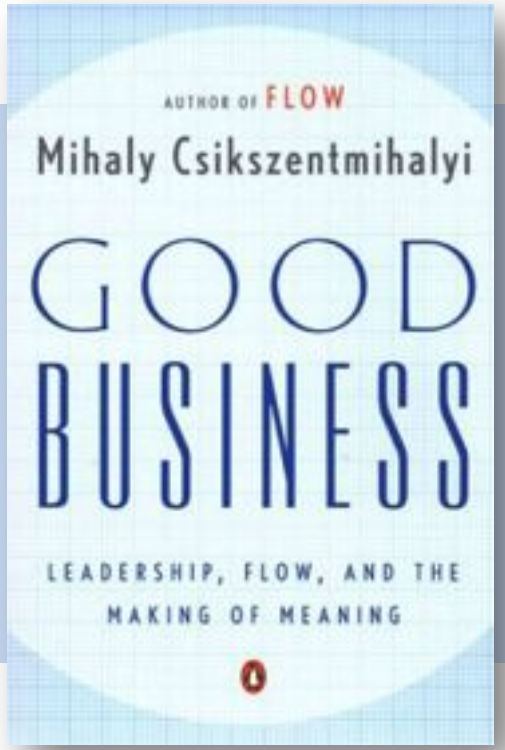
Progress on the science of Flow and FPL



1990



2002



2003

2016/2019

Source:Buzady and Marer (2019)
https://flowleadership.org/fligby-book/

FLIGBY

— What are Your Leadership Strengths? How to Develop? —

Source:Buzady and Marer (2019)
https://bit.ly/29SKILLSdefined

MEASUREMENT TOOL FLIGBY SERIOUS GAME

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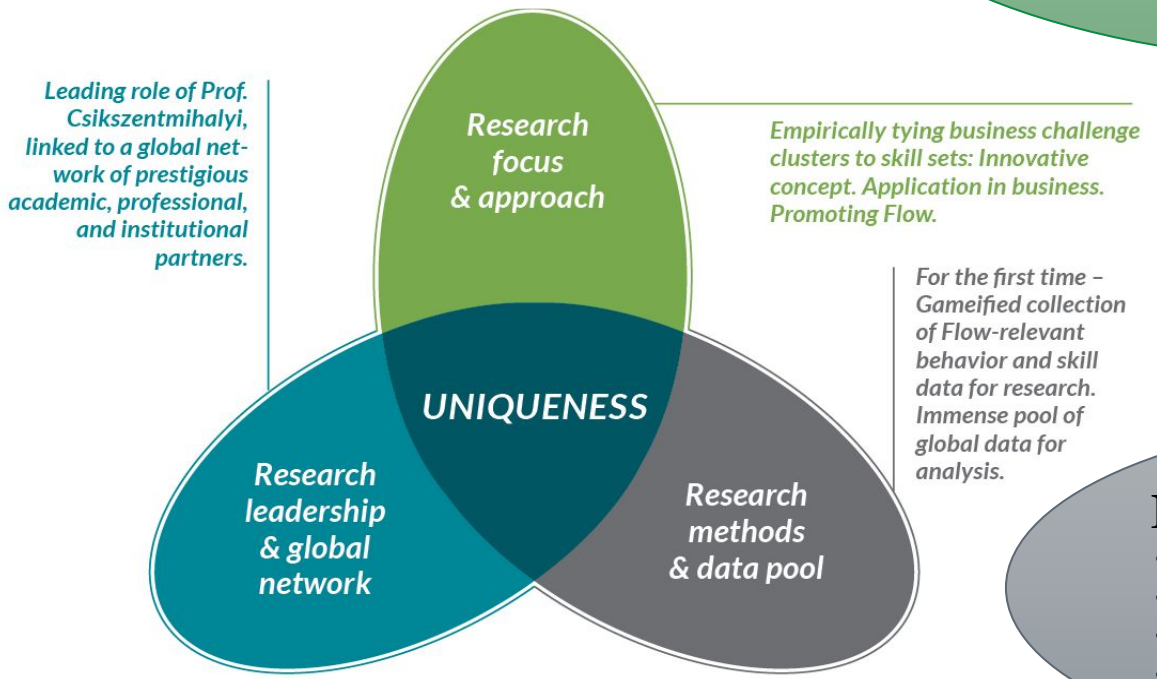
FLIGBY as a Serious Game

- Designed for leadership training
- Based on **Flow theory** and **positive psychology**
- Developed by **Csikszentmihalyi and colleagues (2007–2012)**
- Focuses on **leadership challenges and decision-making**

How FLIGBY Works

- Players make **150+ leadership decisions**
- Interactive movie-style **simulation**
- Algorithm evaluates **29 leadership skills**
- Measures impact on **profitability, Flow, sustainability, and team mental states**



Learning Outcomes

- Development of 29 Leadership Skills
- Strategic and Critical Thinking
- Self-Awareness & Personal Growth
- Team and Organizational Impact

Source:Buzady and Marer (2019)

bitly

LITERATURE REVIEW II

- According to Goleman's theory of **Emotional Intelligence,** emotional and social skills account for nearly 90% of professional success, making emotionally balanced individuals more likely to become effective leaders than those with high IQ alone (Goleman, 2005).
- Individuals may have varying combinations of intuitive and analytical thinking styles, and the way managers apply these in daily **decision-making** influences not only organizational performance but also the level of engagement and sense of fulfillment experienced by employees and other stakeholders (Keller & Sadler-Smith, 2019).
- **Leadership skills** evaluation relies on self-assessments or professional appraisals (Devraj et al., 2021). Serious games offer a more effective alternative (Westera, 2018; Yang, 2017), providing equal scenarios for all participants, eliminating personal bias, and allowing objective evaluation based on in-game decisions and skills applied.

LITERATURE REVIEW III: RESEARCH GAPS

Prior Studies Have Not…

✔Compared leadership styles in **Hungary and Kazakhstan** using FLIGBY.

✔ Tested Emotional Intelligence, Decision-Making skills, and **Flow-promoting leadership between two nations** in a simulation.

✔ Measured emotional intelligence, decision-making skills, and leadership's impact on **profit, sustainability, and flow** in these cultures.

This Study Fills the Gap By…

✔ Analyzing FLIGBY data from **two understudied countries**.

✔ Identifying **leadership style, emotional intelligence, and decision–making skills impact on** each culture.

✔ Linking leadership to **performance outcomes** in a simulated environment.

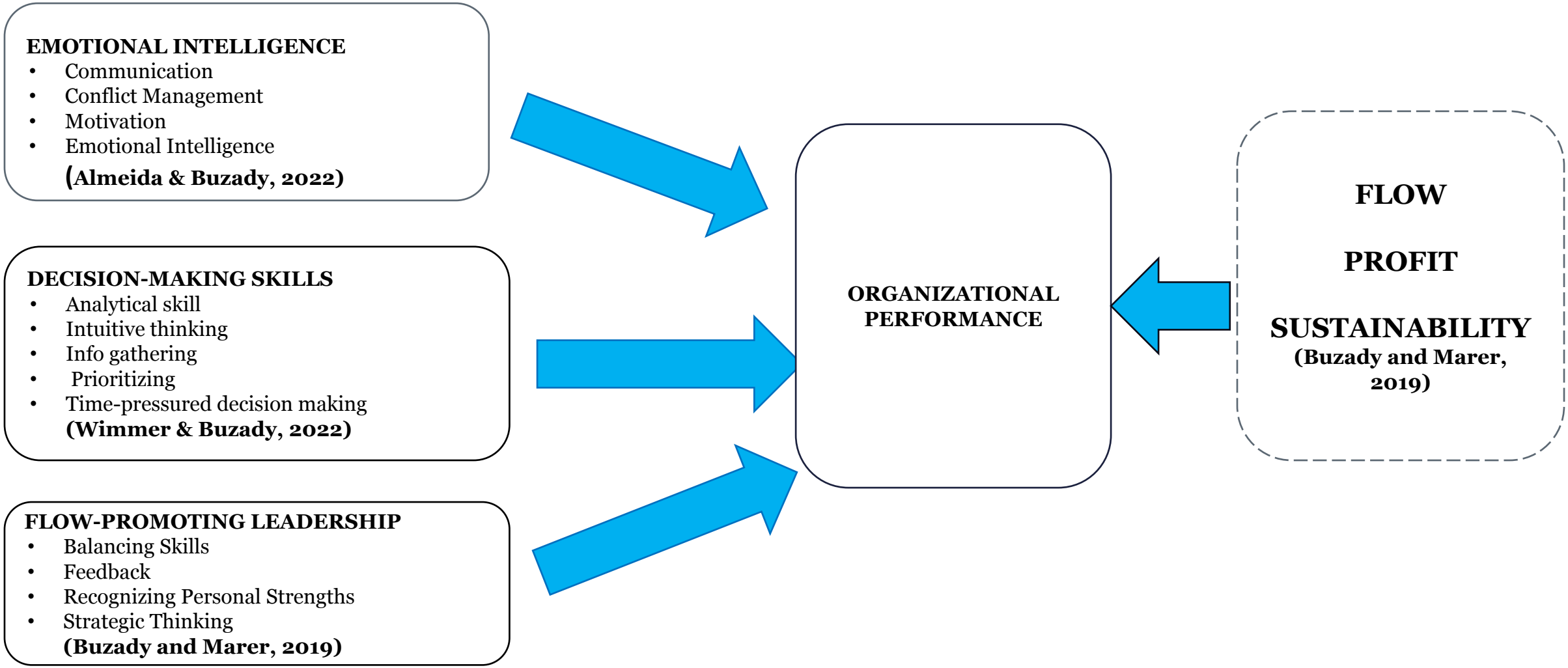
DATA ANALYSIS AND RESULTS. (SMARTPLS 4 SOFTWARE)

1. Measurement Model assessment

1.1. Reliability and Convergent validity

1.2. Higher order and Lower order construct validation

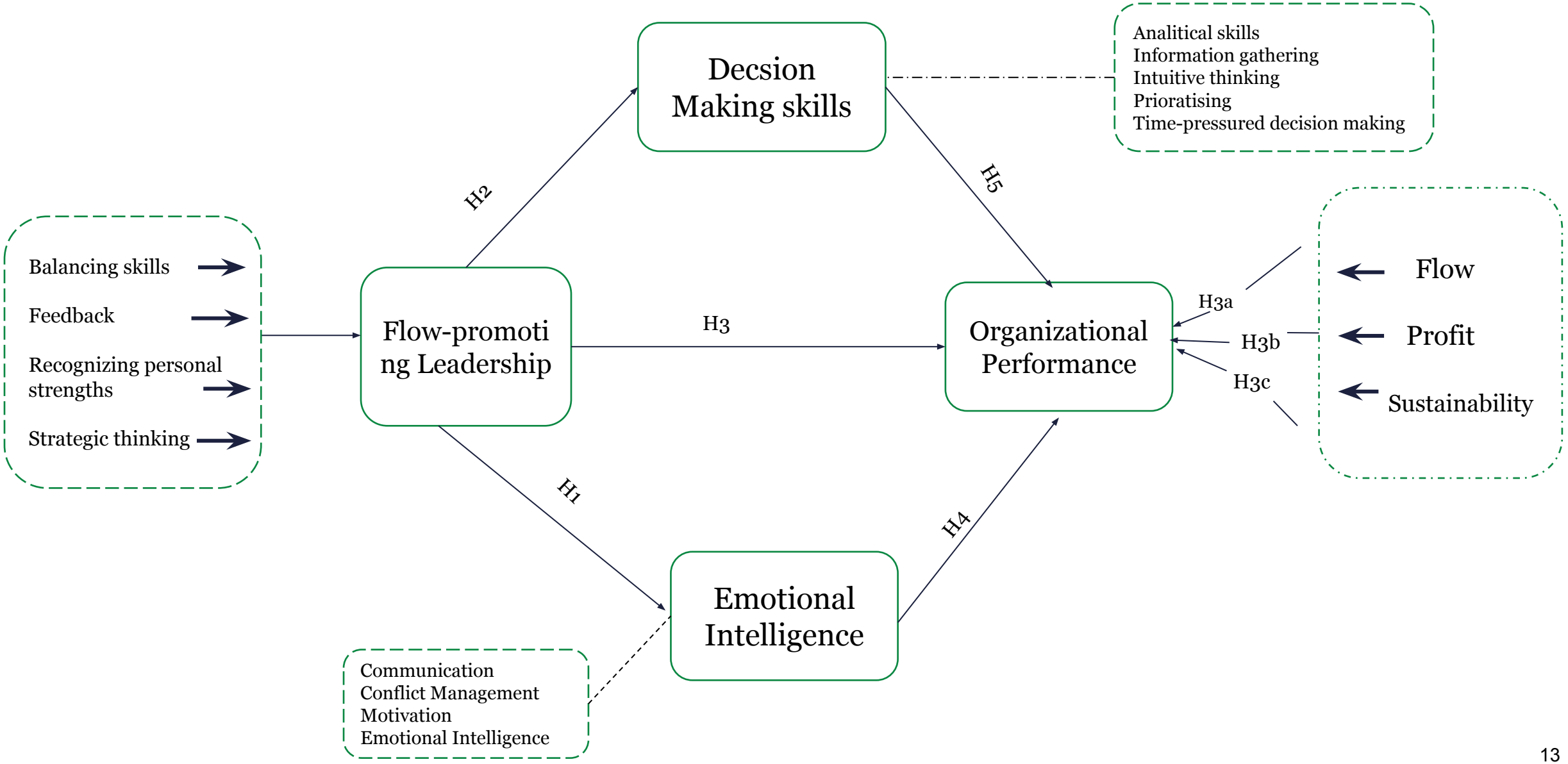
CONCEPTUAL MODEL



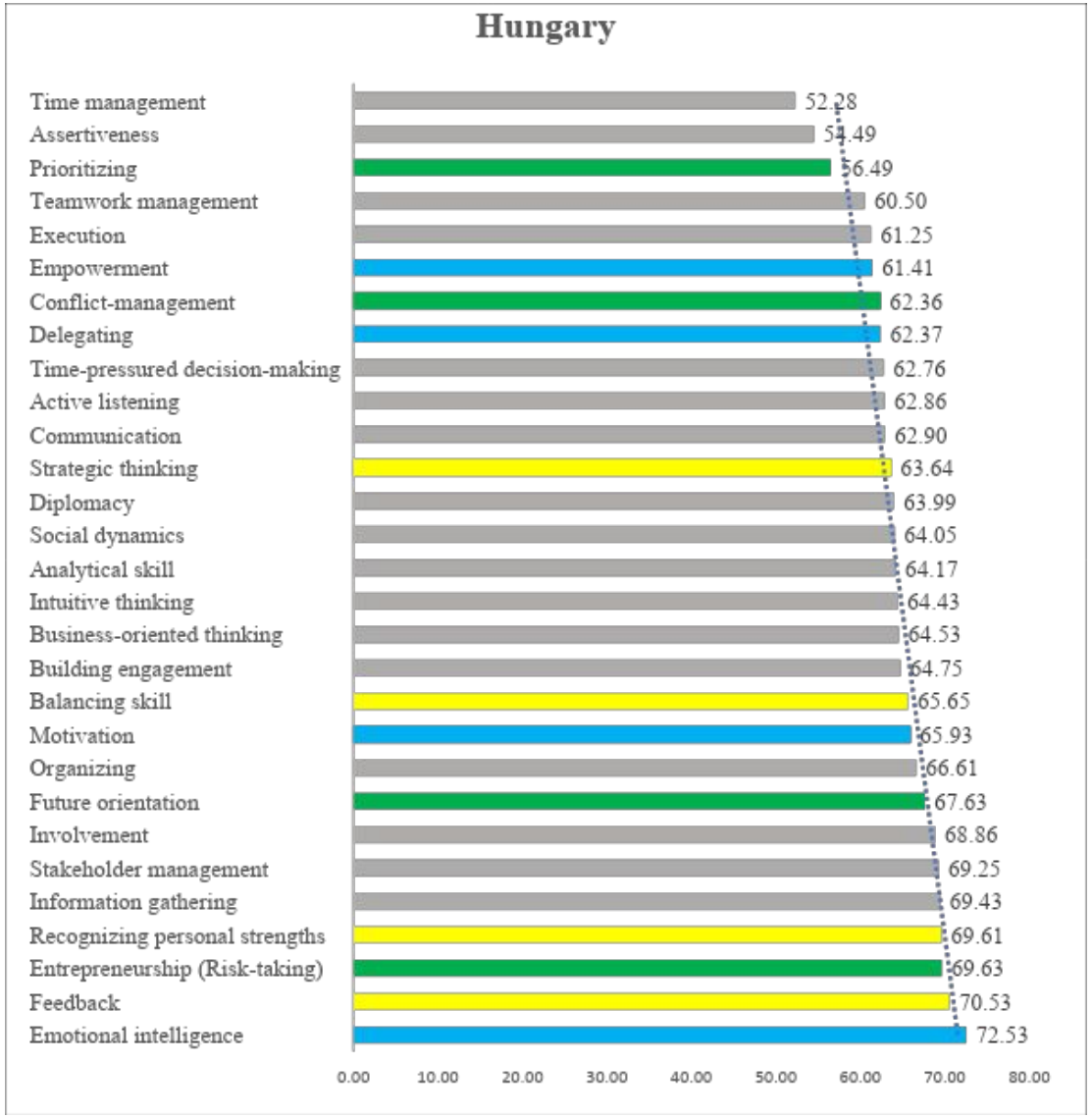
HYPOTHESES

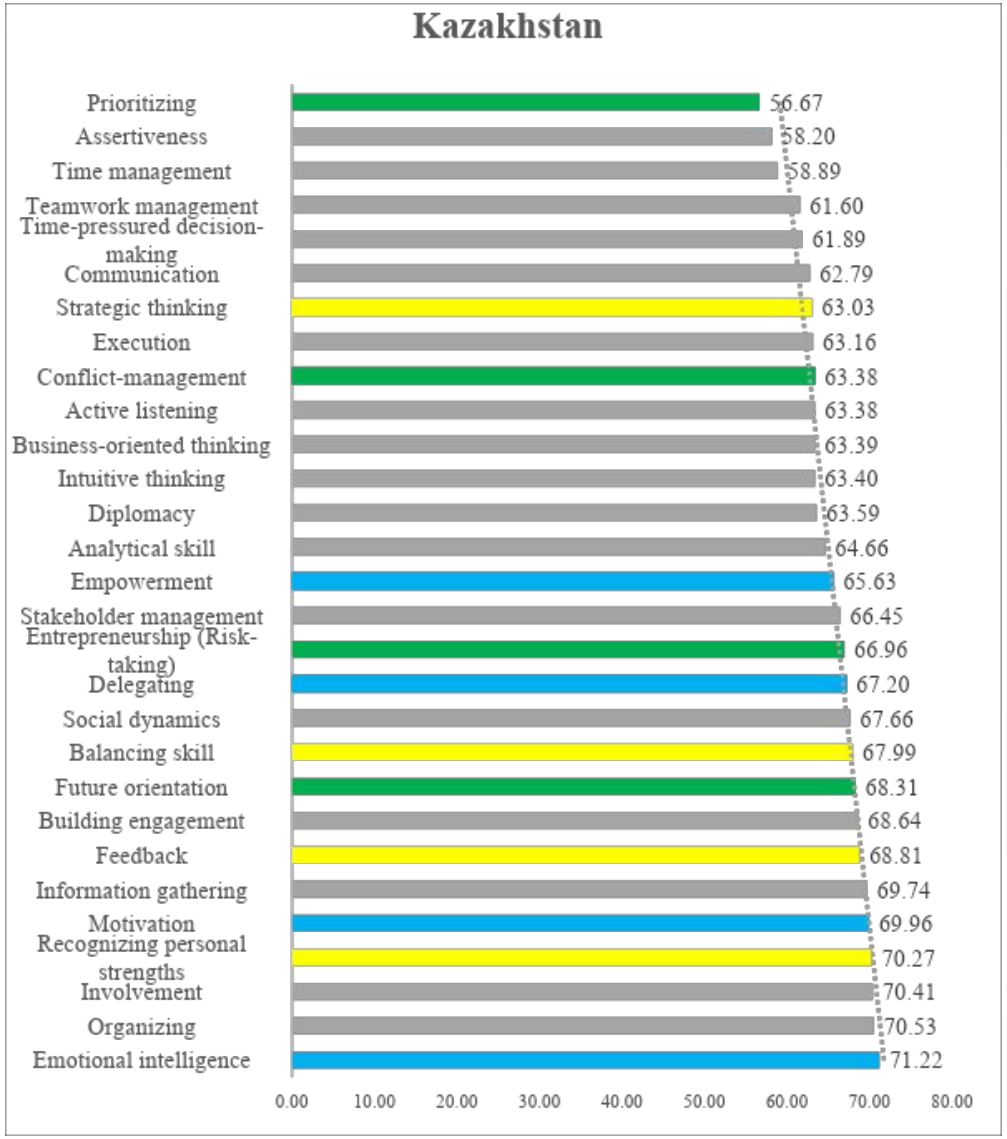
- **H1:** Flow-promoting Leadership Style positively influences Emotional Intelligence in FLIGBY
- **H2:** Flow- promoting Leadership positively influences Decision-making skills in FLIGBY
- **H3:** Flow-promoting Leadership Style positively influences Organizational Performance in FLIGBY
- **H4:** Emotional Intelligence positively influences Organizational Performance in FLIGBY
- **H5:** Decision-making skills positively influence Organizational Performance in FLIGBY

THEORITICAL MODEL



29 FLIGBY LEADERSHIP SKILLS ACROSS TWO COUNTRIES





The 29 leadership skills measured in FLIGBY(**N=389**). Color coding: blue –transformational leadership skills, green-sustainable leadership skills, **yellow-flow-promoting leadership skills.** **Source:** ***Author's own compilation, data extracted from FLIGBY global database***

ANALYSIS OF LEADERSHIP SKILLS IN TWO COUNTRIES

HUNGARY

Emotional intelligence **72.53**
Feedback **70.53**
Entrepreneurship / Risk-taking **69.63**

Prioritizing **56.49**
Assertiveness **54.49**
Time management **52.28**

KAZAKHSTAN

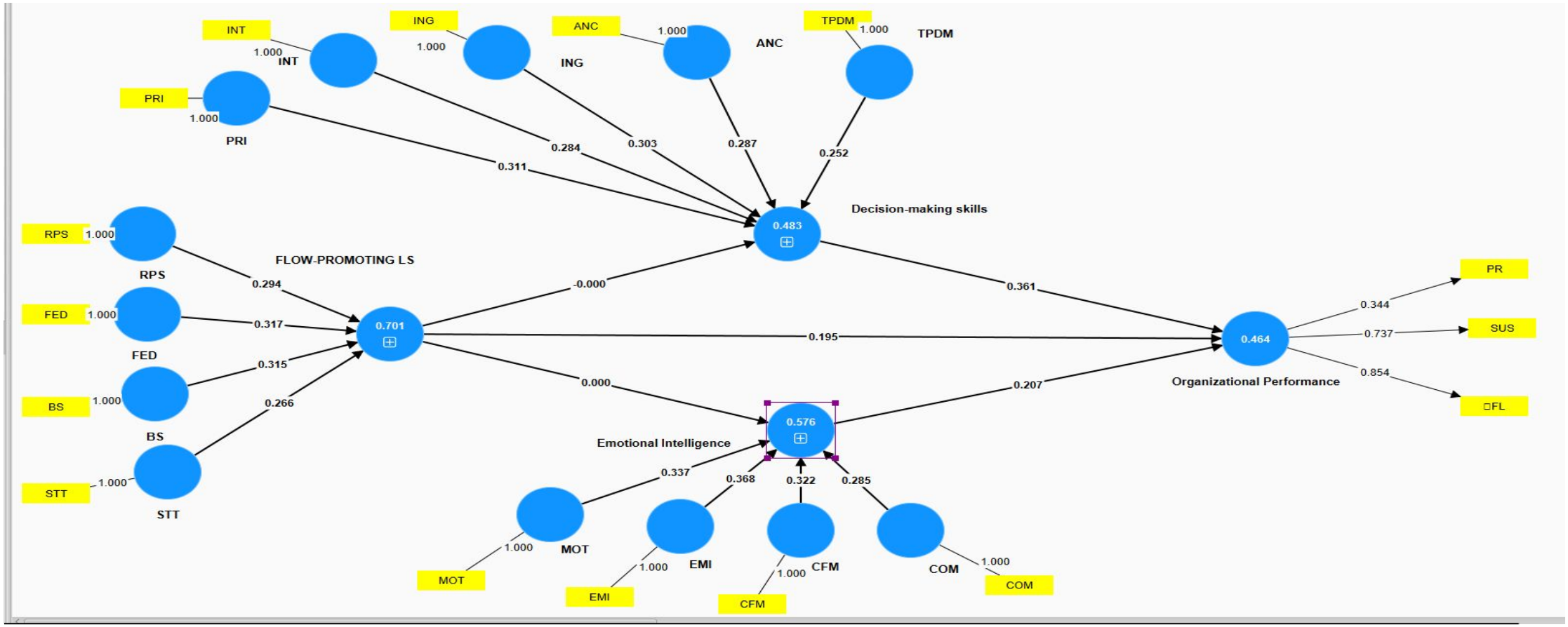
Emotional intelligence **71.22**
Organizing **70.53**
Involvement **70.41**

Time management **58.89**
Assertiveness **58.20**
Prioritizing **56.67**

DESCRIPTIVE ANALYSIS

Gender									
	Male	%	Female	%					**Total**
Hungary	131	68%	60	32%					191
Kazakstan	115	58%	83	42%					198
Pipeline									
	First line managers	%	Senior managers	%	Business fun.head	%			**Total**
Hunagry	58	30%	63	33%	70	37%			191
Kazakstan	71	36%	68	34%	59	30%			198
Role									
	Manager	%	Leader	%	Expert	%			**Total**
Hunagry	92	48%	69	36%	30	16%			191
Kazakstan	115	58%	50	25%	33	17%			198
Managerial experience									
	1-3 Years	%	3-7 Years	%	7-15 Years	%	More than 15 years	%	**Total**
Hunagry	57	30%	49	26%	62	32%	23	12%	191
Kazakstan	64	32%	79	40%	39	20%	16	8%	198

MEASUREMENT MODEL ASSESSMENT



	Hungary			Kazakhstan			Complete		
Items	Alpha	CR	(AVE)	Alpha	CR	(AVE)	Alpha	CR	(AVE)
Decision Making skills	0.746	0.747	0.495	0.733	0.825	0.489	0.730	0.823	0.482
Emotional Intelligence	0.749	0.770	0.575	0.764	0.850	0.59	0.750	0.843	0.576
Flow-promoting Leadership	0.869	0.872	0.718	0.851	0.900	0.692	0.858	0.904	0.701

NOTE: AVE, convergent validity, reliability, and Cronbach α of the constructs

HIGHER ORDER CONSTRUCT VALIDATION

	Hungary				Kazakhstan				Complete			
Items	Outer Weights	T Statistics	P values	VIF	Outer Weights	T Statistics	P values	VIF	Outer Weights	T Statistics	P values	VIF
ANC -> DMS	0.256	13.871	0.000	1.000	0.303	17.935	0.000	1.000	0.284	22.202	0.000	1.000
BS -> FP LS	0.29	25.658	0.000	1.636	0.279	27.809	0.000	1.879	0.285	39.810	0.000	2.202
CFM -> EI	0.301	14.155	0.000	1.000	0.329	21.810	0.000	1.000	0.320	26.286	0.000	1.350
COM -> EI	0.275	13.483	0.000	2.564	0.24	10.974	0.000	2.027	0.257	17.180	0.000	1.228
DMS -> PR	0.155	1.481	0.139	1.000	0.131	0.928	0.353	1.000	0.193	2.272	0.023	1.681
DMS -> SUS	0.087	1.005	0.315	1.337	0.017	0.172	0.863	1.407	0.036	0.571	0.568	1.000
DMS -> FL	0.454	6.522	0.000	1.000	0.466	4.168	0.000	1.000	0.493	7.663	0.000	1.000
EI -> PR	0.099	0.917	0.359	1.288	0.136	1.231	0.218	1.238	0.067	0.926	0.354	2.085
EI -> SUS	0.206	2.183	0.029	2.324	0.14	1.178	0.239	2.053	0.177	2.386	0.017	1.000
EI -> FL	0.186	2.306	0.021	1.000	0.134	1.376	0.169	1.000	0.116	1.879	0.060	2.065
EMI -> EI	0.382	12.769	0.000	2.172	0.372	21.970	0.000	2.102	0.381	23.560	0.000	1.000
FED -> FP LS	0.322	22.302	0.000	1.000	0.321	33.554	0.000	1.000	0.320	37.568	0.000	1.000
FP LS -> SUS	0.359	4.061	0.000	1.000	0.421	4.496	0.000	1.000	0.400	6.178	0.000	1.762
ING -> DMS	0.28	13.481	0.000	1.746	0.274	10.981	0.000	1.835	0.282	17.165	0.000	1.000
INT -> DMS	0.276	13.579	0.000	1.000	0.309	15.262	0.000	1.000	0.297	19.593	0.000	1.338
MOT -> EI	0.351	12.669	0.000	1.298	0.347	23.400	0.000	1.461	0.348	23.424	0.000	1.983
PRI -> DMS	0.316	12.98	0.000	1.000	0.302	15.505	0.000	1.000	0.308	19.469	0.000	1.000
RPS -> FP LS	0.294	24.368	0.000	2.184	0.316	31.649	0.000	2.056	0.308	36.991	0.000	1.000
STT -> FP LS	0.273	25.766	0.000	1.000	0.283	29.172	0.000	1.000	0.279	39.768	0.000	1.000
TPDM -> DMS	0.291	10.674	0.000	1.000	0.237	8.744	0.000	1.000	0.268	14.837	0.000	1.384

Note: VIF-Variance Inflation Factor values less than or equal to 5 (Hair et al., 2021) indicate no multicollinearity issues.

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2. Structural Model assessment

2.1. Direct relationships

2.2. Multi-group analysis (ongoing research progress)

Hypothesis testing

Direct relationship

	Hungary				Kazakhstan				Completed			
Hypothesis	B	T	P	Results	B	T	P	Results	B	T	P	Results
H1: FPL-> EI	0.456	8.810	0.000	Supported	0.151	2.279	0.011	Supported		5.471	0.000	Supported
H2: FPL -> DMS	0.311	4.240	0.000	Supported	0.421	4.619	0.000	Supported		11.950	0.000	Supported
H3: FPL -> OP	0.070	0.594	0.553	Not Supported	0.379	3.117	0.002	Supported	0.195	2.012	0.044	Supported
H4: EI->OP	0.335	3.246	0.001	Supported	0.092	0.790	0.430	Not Supported	0.207	2.665	0.008	Supported
H5: DMS-> OP	0.371	4.996	0.000	Supported	0.299	2.958	0.003	Supported	0.361	5.146	0.000	Supported

CONTRIBUTION AND FINDINGS

- ✔ **First comparative study** analyzing leadership styles flow-promoting) across **Hungary and Kazakhstan** using **FLIGBY**
- ✔ Validated **29 FLIGBY leadership skills** confirming their cross-cultural applicability
- ✔ Identified relationship of Flow-promoting leadership in two countries
- ✔ Impact of Emotional Intelligence in decision-making skills on organizational performance
- ✔ Demonstrated **decision-making skills impact** on organizational outcomes (**profit, sustainability, flow**), supporting **H5**
- ✔ Impact of **Emotional Intelligence** on **organizational performance** was found to be positive in the case of Hungarian managers, however not supported for Kazakhstanis.
- ✔ Flow-promoting leadership style was positively established in Kazakhstan but not in the Hungarian sample.
- ✔ Provided empirical evidence linking **leadership skills to performance metrics** in a simulated environment.

Thank you for your attention!