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## Journal of World Business

Volume 37, Issue 1, Spring 2002, Pages 40-54

### Arabic cluster: a bridge between East and West

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[https://doi.org/10.1016/S1090-9516\(01\)00073-6](https://doi.org/10.1016/S1090-9516(01)00073-6)

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#### Abstract

The Arabic cluster, consisting of Egypt, Morocco, Turkey, Kuwait, and Qatar is located in the Middle Eastern part of the world. These societies reflect a medium level of Human Development and are rich in oil and mineral resources. They have many commonalities in their societal norms and practices, reflecting their historical, religious, and socio-cultural characteristics. They are all predominantly Muslim, have been under the influence of Europe and Ottoman Empire before gaining their independence, and they share common literature, architecture, and educational background. Societies in the Arabic cluster are found to be highly group-oriented, hierarchical, masculine, and low on future orientation. Outstanding leadership in this cluster includes team-oriented and charismatic attributes. The paper discusses the managerial implications of these findings.



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