

Leadership and Management Style across Different Cultures

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Abstract

A leader is one who can influence others and who has managerial authority. Leadership is the process of influencing a group of people to achieve goals. The objective of the present study is to have an overview of existing leadership styles around the globe and to know about the leadership styles those are gaining prominence with the changing business environment around the globe. The present study is based on the secondary source of the data. Data has been arranged from published and non-published sources in electronic and non-electronic form. Countries that are selected for this purpose are Japan, Europe, America, China and India. In nutshell, contemporary age leader has to be Change Agent; Impact Creator; Role Model; Incredible Entertainer; Sporting Greats and last but not the least Policy Architect who takes on board all stakeholders within the organisation as well as outside the organisation

Keywords: [Leadership Style, Different Cultures, Business Environment]

Introduction

A leader is one who can influence others and who has managerial authority. Leadership is the process of influencing a group of people to achieve goals. A leader is ought to be equipped with a set of abilities like grasping landscape wherein they operate; understanding and trusting people and not only making quick decisions but supporting them too.

Leadership emerges because of the need to survive. Previously there used to be patriarchal system of leadership in the families where in the eldest and most experienced member of family was expected to make decisions which would affect all family members. Leadership traces had also been seen in the Egyptians around 5000 B.C. the way their advisors handled 1,00,000 workers engaged in construction of pyramids. The Chinese by way of military form of organization on guidelines of line and staff from of organization system in making of dynasties. The Roman Empire was also an example of good management through the military organizations to conquer new lands.

With the industrial revolution the leadership concept has also changed a lot and it stress upon the need for contingency and situational model of leadership. As it is more realistic and near to the changing world and business place requirements.

Evolution of Leadership: A Bird's Eye View

Leadership styles have evolved over time. Early leadership theories have been built around certain traits a leader is supposed to be equipped with. Like review of literature reveals that there are seven traits associated with Leadership. These are: Drive; Desire to lead, Honesty and Integrity; Self-confidence; Intelligence; Job relevant knowledge and Extraversion.

In Behavioral theories emphasis has been on identification of behaviours that differentiate effective leaders from ineffective ones. A leader, who dictates work methods, makes unilateral decisions and limits employee's participation falls in category of Autocratic theories family. On the other hand, contrast Democratic theorists assume leader to be involving employees not only in decision making but also delegating authority, using feedback as an opportunity for coaching employees too. A Laissez Faire Style of Leader is one who lets group make decisions and complete the work in whatever manner it wishes appropriate. Two styles of leadership have been identified by Ohio State Studies. First dimension entitled, Initiating Structure means the extent to which a leader defines his/her role and the roles of group members in attaining goals. The extent to which a leader has work relationships characterized by mutual trust and respect for group members ideas and feelings fall in second dimension. University of Michigan came out with two aspects of leaderships. One related to Employee oriented approach which emphasizes interpersonal relationships and taking care of employee's need and other emphasizing production orienteers which focuses on technical/task aspect of job only. The behavioral dimensions constituted base for bringing about dimensional grids for appraising leadership style. Credit for this invention goes to Blake and Mouton. Concern for People and Concern for Production were two dimensions around which duo identified 5 styles of leadership. There are Impoverished; Country Club; Task; Team and Middle of the Road Management.

Contingency Theorists include Fiedler Model to which effective group performance depended on proper match between a leader's style and degree to which the situation allowed the leader to control and influence. In same vein, Harsey and Blenchard's Situational Model assumes that leadership acceptance is based upon follower's readiness and extent to which people have ability and willingness to accomplish specific task. Robert House developed Path Goal theory wherein he says that the leader's job is to assist followers in attaining their goals and to provide direction or support needed to ensure that their goals are compatible with goals of the group or organization.

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Leadership in 21st Century

In globalized era, challenges and issues are step ahead before organizational theories and leaders are not exceptional. Gone are days when organizational activities were scheduled and planned for long term. Now- a- days organizations are required to restructure and reformulate its strategies at every moment to compete with the competitors. It is because of the fact that environment has changed and it is more complex, volatile and unpredictable. In fact traditional business patterns are changing as globalism spreads. Convergence is everywhere.

Industrial boundaries are disappearing. Alliances, partnerships and strategic outsourcing create new global business models. These give access to full range of skills, resources and market offerings in an unprecedented way and have emerged as new concepts of business success.

21st century leaders are called upon to undertake newer paths, hitherto unsought -of. Numerous factors have contributed to this requirement. Matter of fact is that, business environment has changed. As a consequence, skills needed for leadership have also changed. More complex, adaptive thinking abilities are now needed for leader to deliver.

Leadership Styles

1. Autocratic Leadership: here leader have a active role to play he is task master, centralized authority ad it rests with him, performance oriented, demanding and possessive.
2. Dynamic Leadership: dynamic leader is one who is adaptable, grasping, innovative and visionary.
3. Transformational Leader: one who with his own imagination and ability make arrangements for changing the soft variables that the behavior of people working at workplace. Here the most crucial thing for them is only to manage the human resource so that change can be brought in the organization.
4. Innovative Leadership: sharp imagination power, good communication abilities, good listening abilities, imagination power are the traits of an innovative leader.
5. Participative Leadership: involving continual interaction and exchange of information. Here leader is open, interactive, have trust in employees, delegate, supportive, dynamic and people oriented.
6. Charismatic Leadership: this kind of leader is one having identification, activity, arousal, commitment, disenchantment, depersonalization and alienation
7. Sharing Leadership: where leader encourages subordinates to contribute to new ideas and take active role in giving suggestions. Encouraging and interaction are his major tools for the same.
8. Green Leadership: one has “environmental excellence in internal operations, products and services and community support”. Basically he encourages changing the activities that leads to degradation of the environment.

Objectives of the Study

- To have an overview of existing leadership styles around the globe.
- To know about the leadership styles those are gaining prominence with the changing business environment around the globe

Research Methodology & Database

The present study is based on the secondary source of the data. Data has been arranged from published and non-published sources in electronic and non-electronic form. Countries that are selected for this purpose are Japan, Europe, America, China and India

Leadership across Different Cultures Worldwide Japanese Leadership Style

Japanese are having the core believes and they put a great faith in their workers. They treat their employees as an asset. Employees are equipped with skills which are beneficial not only for the organization but also beneficial to the employees for their whole life.

The basic leadership styles followed by them are:

Paternalistic style of leadership which is composed of the following necessary components:

- Sentiments and emotions oriented
- Leaders act like a fatherly figure
- Leader make an analysis of needs and aspirations of the workers
- Head also guide and protect all of his subordinates

As a formal leader he has following work traits

- Appointed formally
- Have required authority
- Formal structure
- Authority is derived from people under his influence
- Their tasks is to help their followers
- They guide followers to achieve their individual and group goals
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Factors that make up the leadership style in Japanese countries

- Taka and Fogha (1994) have given the spiritual factors which are: (focus on selfrealization, trust in others & diversification of human activities)
- Hirokawa (1982) have given following factors (internal harmony, bottom up decision making, manager's availability for guidance and permanent employees).
- Nankana (1972) had thrown importance on these factors as (inseparability of leader from group, merging of leader & group identity and emotional attachment)

European Leadership Style

Europeans are not having any permanent leadership style. They primarily draw upon other leadership styles but with passage of time and developing businesses there are certain characteristics that are visible in European leadership style. These are:

1. Participative Leadership style having inbuilt the following factors:
 - Mutual consent is base for decision making
 - Raising morale of employees
 - Motivating them towards achievement of organizational goals
 - Delegation of authority
 - Two way communication
 - Decentralization in decision making
 - Leading the change
 - Strong believe in social values
 - Have a balanced approach towards past, present and future
 - Human oriented where more stress is given to process rather than task

American Leadership Style

Leadership style followed I worldwide is mostly one amongst the five that directive, participative, empowering and charismatic and celebrity. There is freedom of action to the top executives in the United States. In American culture the professional managers are acting as leaders and one professional is replaced by other with passage of time.

In America the leaders are having a significant position and they perform following roles:

- Strategic work
- Executive role
- Talent manager
- Human resource developer
- Work for his individual and group development

Fundamentally the leadership styles that are more or less seen American countries are:

Charismatic Leadership style

Charismatic leaders have following behavioral traits:

- Compelling vision
- Dominant
- Self-confident
- Having strong conviction
- Right belief
- Ideological goals
- Eloquent speaker
- Great motivators

Chinese Leadership Style

China has very pragmatic leadership styles such as autocratic, bureaucratic and purely transactional. Many westerners who worked for a Chinese company testify that in China the “Big Boss” takes all key decisions, hierarchy is paramount, and Chinese employees are no team players. Western business leaders therefore are not attracted to learn from or apply any Chinese management styles. Chinese society and business are run and managed by three leadership styles such as Confucianism, Legalism and Taoism.

Confucianism & godfather cultures

The Confucian thought is paternalistic. It strives for harmony, mutual respect and benevolence. Leaders focus on “Walking the talk” and “caring for the group”. The employee becomes part of the larger company family, trust is central, and the boss is much respected.

It seems to mirror the transformational leadership of the 20th century in the West, with charismatic leaders to motivate workers. But at same time, it can lead to disappointments, lack of expertise and even unethical behavior to please the leader.

Legalism & marshal cultures

The old legalistic thought is strongly autocratic and commanding, with rules, control and bureaucracy. This type of leadership is represented by the “Carrot and stick” and “chain of command” mentality. These leaders are known for their command-and-control management approach. It puts a lot of strain on the workers, which can hamper the creativity and sustainability of the organisation, because emotions, needs and trust of employees are inferior to their performance.

Taoism & fairy godmother cultures

The Taoist philosophy intends for a laissez-faire, hands-off, self-organized and more fluid leadership style. “Invisible hand” and “empowering” dictate the mantra of the leader, who isn’t really a boss. This authentic, servant leadership style is both employee and customer centric. It offers employees more freedom and autonomy. It cannot be concluded that any of these three leadership styles are more effective than the other. The Confucian godfather style is the most aligned with China’s traditional societal norms and habits, and is hence very powerful in China. The Legalist marshal style closely follows the traditional governance system of China, and is hence very effective. The Taoist godmother style suits China’s modern miracle the best, and is hence very forward-looking.

Indian Leadership Style

In the first instance, Indian management is generally believed to be autocratic with subordinates closely supervised by their superiors and only a limited degree of participation is allowed to the subordinates. Indian work organisations, from this point of view can be classified into three parts which have some distinctive features and consequently the different leadership styles. Such classification may be:

- (i) family-managed traditional organisations,
- (ii) Professionally managed Indian organisations and foreign-owned organisations, and
- (iii) Public sector organisations.

In family-managed traditional organisations, the most prevalent style is autocratic. Sons and grandsons of the entrepreneurs are automatically promoted without any consideration to efficiency or overall suitability. Thus, there is management by inheritance or management by chromosomes with the result that these organisations are highly centralized in their organisation structure and are authoritarian in their approach.

In many such organisations, a certain amount of the paternalistic attitude prevails. The proprietary character of business and large-scale participation of family members in it have made the attitude of the head of the business, which is also the head of the family, highly paternalistic.

The same paternalistic attitude extends to the employees and has developed a set of values in an employer vis-a-vis his employees. At the initial stage, authoritarian style is more suitable which these organisations have followed. However, such style has also been inherited by successors without any appreciable change of modification.

Conclusions

This study gave insight into the revolution in the leadership traits and styles worldwide with changing corporate scenarios. General behavioral traits are always required of a leader but some specific traits are required depending upon the business requirements. In nutshell, contemporary age leader has to be Change Agent; Impact Creator; Role Model; Incredible Entertainer; Sporting Greats and last but not the least Policy Architect who takes on board all stakeholders within the organisation as well as outside the organisation

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