CONTEMPORARY THEORIES OF LEADERSHIP: CROSS-CULTURAL ANALYSIS

СУЧАСНІ ТЕОРІЇ ЛІДЕРСТВА: КРОС-КУЛЬТУРНИЙ АНАЛІЗ

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The relationship between leadership and culture and the influence of culture on leadership have been relevant to scholars for the last 50 years. Culture itself is one of the determining factors that directly influence the leadership model that is most effective in a particular culture, because even understanding the model of effective leadership depends on the culture and its underlying values. Different national cultures understand the model of effective leadership in different ways, because they have different basic values and models of behavior that are the basis of a specific effective model of leadership. According to the dominant values of a national culture, people subconsciously imagine their leaders as behaving in accordance with these ideals of leadership and value their leaders accordingly. The study of leadership in a cultural context has undergone significant transformations along with the evolution of leadership theories and the development of cross-cultural management. The purpose of this study is to analyze contemporary theories of leadership in the cross-cultural context and determine the influence of culture on modern models of effective leadership. The cross-cultural analysis of contemporary leadership theories determined that almost all theories emphasize a significant influence of culture on modern models of effective leadership. Behavioral theory and contingency theory of leadership emphasize that cultural norms play a key role in a cross-cultural context. The autocratic leadership style has been found to have significant cultural limitations to its effective use, whereas transformational leadership can be used and be effective in any culture. In transactional leadership is based subordinates are not self-motivated because they need to be closely observed and controlled. Servant leadership will now gain even more acceptance in different cultures, but has already proven to be effective primarily in cultures based on individualism, democracy, and egalitarianism. Contemporary leadership theories such as relational leadership, complex leadership, ambidextrous leadership, and adaptive leadership also emphasize the need to consider the interaction between leaders and the environment as influenced by culture.
Key words: cross-cultural analysis, contemporary leadership theories, autocratic leadership, transformational leadership, servant leadership, transactional leadership, relational leadership, complex leadership, ambidextrous leadership, adaptive leadership.

Взаємозв'язок між лідерством і культурою та вплив культури на лідерство є актуальними для вчених вже протягом останніх 50 років. Сама культура є одним із визначальних факторів, що безпосередньо впливає на модель лідерства, яка є найбільш ефективною в національній культурі, оскільки розуміння моделі ефективного лідерства залежить від базових цінностей, що лежать в основі культури. Різні національні культури по-різному розуміють модель ефективного лідерства, оскільки мають різні базові цінності та моделі поведінки, які є основою конкретної ефективної моделі лідерства. Згідно з домінуючими цінностями національної культури, люди підсвідомо уявляють своїх лідерів такими, що поводяться відповідно до цих ідеалів лідерства, і відповідно цінують своїх лідерів. Аналіз лідерства в крос-культурному контексті зазнав значних трансформацій разом із еволюцією теорій лідерства та розвитком крос-культурного менеджменту. Метою даного дослідження є аналіз сучасних теорій лідерства в крос-культурному контексті та визначення впливу культури на сучасні моделі ефективного лідерства. Крос-культурний аналіз сучасних теорій лідерства визначив, що майже всі теорії підкреслюють значний вплив культури на сучасні моделі ефективного лідерства. Теорія поведінки та

теорія випадковості наголошують на тому, що культурні норми відіграють ключову роль у крос-культурному контексті. Було визначено, що автократичний стиль лідерства має значні культурні обмеження щодо його ефективного використання, тоді як трансформаційне лідерство може використовуватися та бути ефективним у будь-якій культурі. У транзакційному лідерстві підлеглі не мають самомотивації, тому що за ними потрібно пильно спостерігати та контролювати. Лідерство служіння отримує все більше визнання в різних культурах, але має доведену ефективність переважно в культурах, заснованих на індивідуалізмі, демократії та егалітаризмі. Сучасні теорії лідерства, такі як лідерство взаємин, комплексне лідерство, двостороннє лідерство та адаптивне лідерство, також наголошують на необхідності розглядати взаємодію між лідерами та середовищем під впливом культури.

Ключові слова: крос-культурний аналіз, сучасні теорії лідерства, автократичне лідерство, трансформаційне лідерство, лідерство служіння, транзакційне лідерство, лідерство взаємин, комплексне лідерство, двостороннє лідерство, адаптивне лідерство.

General problem statement. Culture is one of the determining factors that directly affect the leadership model that is most effective in a specific culture because even the understanding of the model of ideal (effective) leadership depends on the culture and its basic values. The study of leadership in a cultural context has undergone significant transformations along with the evolution of leadership theories and the development of cross-cultural management.

Different national cultures understand the model of effective leadership in various ways because they have other basic values and models of behavior that are the basis of a specific effective model of leadership. According to the dominant values of national culture, people subconsciously imagine their leaders behaving according to these ideals of leadership and value their leaders accordingly [1].

Analysis of recent research and publications. Cultural values are among the most important factors influencing leadership ideals and expectations [7]. Managers of global companies should have a certain level of sensitivity to cultural differences [12]. While studying the essence of leadership in the era of digital technologies, determined that it is important for leaders to embody flexibility, adaptability, and the spirit of continuous learning to overcome all the challenges of digital transformation [3].

However, it is also necessary to consider that due to fixed cultural norms; certain leadership styles will not bring the desired results and will not receive approval in these cultures, because cultural norms influence leadership. Different national cultures have different world maps influencing how people manage and respond to leadership behavior [16].

Leaders always use those leadership practices that are consistent with the cultural norms and values of their own culture. Understanding this is the basis of why a certain type of leadership will work in some cultures and not in others.

Formulation of the article's purposes. This study aims to analyze modern leadership theories in the context of a global environment and determine the influence of culture on contemporary models of effective leadership.

The main research material. The primary approach to understanding cross-cultural leadership was based on the trait theory, which asserted that certain innate human qualities and characteristics indicate the effectiveness of such leadership.

Next is behavioral theory, which focuses on the actions and behaviors that leaders display and states that leadership is determined not just by innate characteristics, but also by the actions of leaders. Cultural norms play a key role in a cross-cultural context, shaping what leadership behavior is acceptable or effective within a certain cultural framework. That emphasizes the ability of leadership behavior to meet the expectations of different cultural contexts [10].

The chance theory emphasizes the importance of situational context, suggesting that the effectiveness of leadership style depends on specific circumstances and organizational environment. The cultural environment becomes a crucial factor affecting the suitability and success of different leadership styles. Leaders who skillfully adapt their approach to the cultural and situational nuances of their environment often achieve greater levels of success, demonstrating that there is a connection between leadership effectiveness and cultural and situational context [6].

The autocratic leadership style involves limited delegation of responsibilities, direct assertive leadership, and top-down decision-making. Leaders in autocratic societies are authoritarian and are often identified as tyrants and dictators. This is why the autocratic style of leadership is considered ineffective in the U.S. because autocratic leadership is the direct enemy of democracy.

However, the autocratic style of leadership is dominant in countries such as North Korea, China, and Cuba. North Korea, China, and Cuba, i.e. countries with a dominance of courage and high power distance, are prone to the dominance of autocratic style of leadership. The autocratic leadership style in such cultures does not cause negative emotions or anxiety because people are trained to believe that the leader is always in control, knows, and does what is best. That is why many countries in Latin America have a significant history of autocratic leadership, which has turned into full dictatorship in countries such as Cuba [7].

The autocratic style of leadership is also rooted in African countries. In these countries dominant are the values established in their clans (a kinship group, an organizational device in many traditional societies defined by descent). Despite following national rules and regulations, many people show their loyalty first to their king and their clan. Clans serve as agents of unification, and relations are formed within clan relations in the form of support and protection. That is why, as a result of the introduction of democracy at the national level in combination with the culture of autocratic clan leadership in the country, both styles can be effective.

Servant leadership transforms the paradigm of leadership theories, as it changes the position of the leader, recognizing him mainly as a servant whose main goal is to satisfy the needs of followers [8].

Servant leadership senses that the person who serves another will cause others to do what the leader originally desired. Such leaders are effective in making those they serve feel as if they are doing what they want, the authority such leaders provide through service.

Servant leadership is seen in individuals who are selfless in serving their subordinates because such leaders are motivated by their passion to serve others. In serving others, the leader seeks to inspire them to do the same. Cultural recognition of altruism, community service, and humility significantly increases the receptivity and effectiveness of servant leadership, highlighting the significant impact of cultural values on leadership dynamics [19].

Servant leadership can be effective in the culture of a country like Cuba, provided the leader listens to his followers, has an understanding of their needs and aspirations, and is willing to share their pain and frustration. Due to the patriarchal culture of Cuba, a person who is a leader is always considered strong, so it is unlikely that "servant" leadership will be accepted openly [19]. According to the results of another study [9], the servant leadership style can be successfully applied in a culture based on the foundations of individualism, democracy, and egalitarianism like in the USA.

Authentic leadership emphasizes the defining role of sincerity in leadership. The cultural norms of a national culture influence the display of authenticity by determining how leaders can maintain their sincerity while effectively engaging their followers in a particular cultural environment [18].

Authentic leadership defines the balance needed between maintaining personal authenticity and sensitivity to cultural nuances, which is critical to building authentic connections and effective leadership in diverse cultural environments.

Transformational leadership, focused on inspiring followers to achieve beyond their interests, is usually more effective in cultures that value collective goals and long-term orientation [11]. In the context of the theory of transformational leadership, the leader motivates his subordinates to work on higher goals, rather through self-realization than through immediate reward [2].

Transformational leadership analyzes a leader's behavior to determine how that behavior affects his or her subordinates. That is why this behavior, according to research [19], can be used to influence the behavior of other people.

Transformational leaders identify the key qualities and characteristics of their subordinates by addressing personal values and morals and developing in them a sense of the ability to do more and be more. It is through effective and regular communication with followers that transformational leaders can gain insight into the character and qualities of followers and begin to motivate them to reach their highest potential. These leaders facilitate change, enact the organizational vision, and help others in the organization change one order to align with the mission of the vision and its completion.

In the conditions of Cuban culture, transformational leadership will not only be effective but will also be combined with cultural values. In such a culture, transformational leadership is likely to be implemented as a combination of directive and autocratic decision-making [19].

According to another survey [13], in collectivist cultures, the transformational leadership style would not only be effective but will also be

welcomed by the culture itself because it has an emphasis on "collective organizational goals" and "mission at the workplace", which is related with the mentality of collectivism. This makes the concept of transformational leadership culturally acceptable to Cuba and countries with similar national cultures.

Transformational leaders must effectively appeal to followers' emotions and ideals, as well as their sense of morality, to enhance their level of ethical decision-making and help transform the organization. The results of the study [19] proved that transformational leadership is effective in any situation.

The theory of transactional leadership determines that the cooperation of the leader and followers is based on a series of agreements between the followers and the leader, that is, this theory is based on structured systems and clear rewards, which may be more appropriate in national cultures that value order, certainty, and individual responsibility [4].

Transactional leadership is based on the assumption that employees are motivated by reward and punishment – subordinates must follow the leader's orders, and subordinates are not self-motivated because they must be closely watched and controlled to do so. The results of the study [14] proved that transactional leadership demonstrates a discrepancy between the level of leaders' actions and the nature of their relationships with followers.

Relational leadership shifts the focus from the individual traits or behavior of the leader to the consideration of leadership as a process that unfolds in the network of relationships that make up the organizational structure [5]. According to this approach, effective leadership depends on the quality and depth of relationships among organizational members.

Complex leadership emphasizes that leaders should calmly accept uncertainty and navigate the complex dynamics that are inherent in modern organizations, using flexible and adaptive leadership styles that are required by a specific national culture [15].

Ambidextrous leadership solves the problem of balance between the optimization of current operations (exploitation) and striving for innovation for the future (exploration) and is based on the theory of dynamic capabilities [18]. That is, leaders must skillfully manage current demands while facilitating future innovation. From the point of view of national culture, this requires a balance between adherence to traditional values and acceptance of new ideas [17].

Adaptive leadership focuses on the leader's role in helping followers navigate change and uncertainty, extending the transformational aspects of leadership to areas where adaptability and resilience are most important.

Conclusions of the research. Because of the cross-cultural analysis of contemporary leadership theories in the context of the global environment, it was determined that almost all theories emphasize a significant influence on modern models of effective leadership. The cultural environment becomes a crucial factor affecting the suitability and success of different leadership styles. In behavioral theory and chance theory of leadership emphasized that cultural norms play a key role in a cross-cultural context. It has been determined that the autocratic leadership style has significant cultural limitations to its effective use, while transformational leadership can be used and effective in any culture. Transactional leadership is based on the assumption that subordinates are not self-motivated because they need to be closely observed and controlled. Servant leadership will now gain even more recognition in different cultures but has already proven to be effective primarily in cultures based on individualism, democracy, and egalitarianism. Contemporary leadership theories such as relational leadership, complex leadership, ambidextrous leadership, and adaptive leadership also emphasize the need to consider the interaction between leaders and the environment, which is influenced by culture.

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