

Influence of national culture on the leader's profile

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Abstract. Managers of companies in different countries of the world now acutely feel the influence of the cultural context of the country in which they work. Understanding and taking into account the cultural characteristics of various countries with representatives of which a particular company interacts has a positive effect on the company's management process, creating a synergistic effect in increasing the efficiency of its activities. The influence of the national culture of the country in which the company operates on the cross-cultural profile of the leader in such a company was analyzed, based on the 6-D model. Because of the analysis, it was determined that five of the six cultural dimensions of the 6-D model directly affect the cross-cultural profile of the leader.

Keywords: national culture, leader's profile, "power distance", "individualism versus collectivism", "masculinity versus femininity", "avoidance of uncertainty", "time orientation".

Анотація. Менеджери компаній в різних країнах світу зараз гостро відчують вплив культурного контексту країни, в якій вони працюють. Розуміння та врахування культурних особливостей різних країн, з представниками яких конкретна компанія взаємодіє, позитивно позначається на процесі управління компанією, створюючи синергетичний ефект у підвищення ефективності її діяльності. Було проаналізовано вплив національної культури країни, в якій функціонує компанія, на крос-культурний профіль лідера в такій компанії, на основі 6-D моделі. В результаті аналізу біло визначено, що п'ять з шості культурних вимірів 6-D моделі безпосередньо впливають на крос-культурний профіль лідера.

Ключові слова: національна культура, профіль лідера, «дистанція влади», «співвідношення індивідуалізму і колективізму», «співвідношення мужності і жіночності», «уникнення невизначеності», «часова орієнтація».

Formulation of the problem. National culture directly affects people's value system, mentality, and dominant management style. The culture of any

organization is strongly influenced by the national factor, which is extremely important to consider when conducting business with partners, as numerous studies show that due to differences in attitudes and common values in the same situations, representatives of different cultures behave completely differently.

Analysis of the latest research and publications. As determined by a group of scientists in the cross-cultural study [4], it is a national culture that explains 50% of the differences in the relations and behavior of representatives of different national cultures, which indicates a significant influence of national culture on the behavior of company employees and, accordingly, in on the leadership style in such a company. Another cross-cultural study [5] on the influence of culture on management characteristics in the three most economically developed countries, such as the USA, Germany, and Japan, determined that "cultural rules do not just 'influence' people's behavior, they determine meaning and identity of individuals and patterns of relevant economic, political, and cultural activity in which these individuals are involved." In the cross-cultural study [1] devoted to the analysis of the influence of national culture on personnel management, it was proved that the most comprehensive assessment of the influence of national culture on personnel management of an organization is a methodical approach based on the 6-D model [3].

Task statement. The purpose of this study is to analyze the influence of the national culture of the country in which the company operates on the cross-cultural profile of the leader in a company, based on the 6-D model.

Summary of the main research material. The basis of the 6-D model is the analysis of the influence of six cultural dimensions, according to which a group of scientists led by G. Hofstede analyzed the national cultures of different countries of the world several times (1979, 1986, 2002, 2010, 2016, October 2023) [2].

Let us consider each of these dimensions and determine the influence of the national culture of the country in which the company operates on the cross-cultural profile of the leader in a company according to each of these dimensions.

The first cultural dimension, which determines the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company's leader, is "power distance". Thus, in cultures

with a large power distance, employees of the organization are inclined to accept the power and authority of a superior official only on the basis that this official occupies a higher position in the hierarchical management system. In cultures with a small distance of power, employees of the organization attach much less importance to the position of this or that official in the hierarchical management system, which, in their opinion, exists to solve problems and organize the performance of tasks within the framework of this or that organization.

The second cultural dimension, which determines the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company's leader, is "individualism versus collectivism." Thus, the main values of a culture with a significant influence of individualism are a developed sense of self-worth and independence of actions and judgments. Representatives of this culture in many cases put their careers above the interests of their company. In a culture with a significant influence of collectivism, a value system dominates in which an individual is, first of all, a part of a group, and only then – an individual, while there is a clear social structure, which includes large families, clans, and labor groups of companies. Also, in a culture with signs of individualism, the manager expects effective work from his subordinates. Work should be organized so that the interests of subordinates and the organization coincide since such employees profess the philosophy of the so-called "economic man", which is based on individual needs. In the culture of collectivism, the manager never hires an employee as an autonomous individual, he always acts as a representative of a specific collective, and the suppression of personal interests is normal.

The third cultural dimension of national cultures, according to which the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company's leader was determined, is "masculinity versus femininity." This cultural dimension was named "motivation for achievement and success" in October 2023 [2]. However, in most studies, the previous name remains. Thus, in cultures with signs of masculinity, traditional masculine values are dominant, such as success, money, material values, ambition, career, competition, and persistence in achieving goals. In cultures with signs of femininity, harmony, and a tendency to compromise

prevail, relationships with other members of society, quality of life and care for others are of the greatest value.

The fourth cultural dimension of national cultures, according to which the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company leader was determined, is "uncertainty avoidance". Therefore, if the culture has a high degree of uncertainty avoidance, then in society everything that is not allowed is prohibited and illegal, but together with what is characteristic, widespread violation of laws and general legal nihilism. If the culture has a low degree of uncertainty avoidance, then everything that is not forbidden is considered permissible in society, and nothing in life can be predicted. Moreover, representatives of this culture are more prone to risk, innovations, changes, autonomy, and independence.

The fifth cultural dimension of national cultures, according to which the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company leader was determined, is "time orientation". If there is a long-term orientation in the national culture, it manifests in a view of the future and in persistence in achieving goals. In such cultures, loyalty, hard work, persistence, and savings are valued. If there is a short-term orientation in the national culture, it is the presence of significant attention to the past and the present, placing a significant emphasis on respect for traditions and the fulfillment of social obligations. The short-term orientation of the culture is manifested in the desire for quick results of members of society and a high tendency to consume rather than accumulate.

The sixth cultural dimension of national cultures, according to which the influence of the national culture of the country in which the company operates on the cross-cultural profile of the company leader was determined, is "Indulgence versus restraint." This dimension shows the level of solving the problems of children's socialization and the attitude to controlling desires and impulses because of upbringing and socialization. Indulgent cultures are cultures where there is a relatively free indulgence of basic and natural human urges related to life and entertainment. Restrained cultures are cultures that are characterized by suppressing the satisfaction of needs and regulating them with the help of strict social norms.

Conclusion. The influence of the national culture of the country in which the company operates on the cross-cultural profile of the leader in such a company was analyzed, based on the 6-D model. Because of the analysis, it was determined that five of the six cultural dimensions of the 6-D model directly affect the cross-cultural profile of the leader. These are such dimensions as "power distance", "individualism versus collectivism", "masculinity versus femininity", "avoidance of uncertainty" and "time orientation". Further research directions will be to analyze the cross-cultural profile of the leader and compare it with the cross-cultural profile of subordinates to determine the most effective leadership style.

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