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# Influence of national culture on the leader's profile

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*National culture 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*

**G. Hofstede**



*"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."*

**R. Locke**



## ***6-D model***

*which was created by a group of scientists led by G. Hofstede to analyze national cultures of different countries*

***G. Hofstede***

***1979, 1986, 2002, 2010, 2016,***

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# *"Power distance"*

## **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.

## **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.



# *"Individualism versus collectivism"*

## **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.

## **Individualism**

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.



# *"Masculinity versus femininity"*

## **Masculinity**

traditional masculine values are dominant, such as success, money, material values, ambition, career, competition, and persistence in achieving goals.

## **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.



# *"Uncertainty avoidance"*

## **High degree of uncertainty avoidance**

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.

## **Low degree of uncertainty avoidance**

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.





# *"Time orientation"*

## **Long-term orientation**

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.

## **Short-term orientation**

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.



# *"Indulgence versus restraint"*

## **Indulgent cultures**

there is a relatively free indulgence of basic and natural human urges related to life and entertainment.

## **Restrained cultures**

cultures that are characterized by suppressing the satisfaction of needs and regulating them with the help of strict social norms.