

A Comprehensive Literature Review of Global Leadership Styles: Assessing Universality and Impact on Workforce Motivation

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Abstract

In the contemporary landscape of global business, the dynamics of leadership within multicultural organizations have become increasingly complex. The emergence of globalization has brought new workplace realities that require a better understanding of how to lead and motivate groups to maximize the quality of multicultural group work. While the concept of leadership is inherently universal, transcending borders, and epochs, the diversity of cultures and settings prompts exploration into distinct leadership traits and approaches. This prompts the fundamental question of whether leadership styles possess universal applicability and how the leadership styles can serve as motivating factors in multicultural settings. The study delves into an extensive literature to unravel the intricacies of leadership embedded in various models. It explores the global, cultural, and social contexts within different leadership models considering the global, cultural, behavioral, and contextual dimensions, questioning the extent to which universal leadership principles can be applied in a global context. The interplay of diverse cultures and settings requires a thoughtful consideration of unique leadership approaches. By examining the complexity of leadership, the study contributes to the ongoing discourse on the adaptability and universality of leadership principles in multicultural organizations, emphasizing that leadership is not merely a conceptual framework but a lived reality.

Keywords: leadership, cultural dimensions, global leadership, global leadership models, motivation

Introduction

Leadership guides and influences individuals or groups towards a common goal, plays a crucial role in organizational success. It is the practice of guiding individuals and groups towards shared objectives, offering a diverse array of theories and contexts throughout human history (Herbert, Mockaitis, & Zande, 2014). The study of leadership, and how it impacts diverse groups has been a subject of extensive research and application across various cultures and settings. While all societies necessitate leadership for proper institutional functioning, varying perceptions, and theories about what constitutes effective leadership abound. Holmberg and Åkerblom (2006) highlight the significant influence of cultural variations on both desired and actual leader behavior.

This emphasis on culture becomes paramount as our global economy values cultural diversity in the context of race, ethnicity, gender, generation, and socioeconomic status (Kono et al., 2012). Leadership

and culture, intricately linked, shape organizational standards and determine who assumes leadership roles. However, in the evolving landscape of the global economy, traditional leadership models may fall short in guiding effective leadership behavior (Webb, Darling, & Alvey, 2014). The attempt to transplant Western management principles into an African context result in skepticism and dismissal, emphasizing the need for context-specific leadership approaches. The intersection of leadership and culture demands a nuanced understanding of how leadership styles impact individuals with diverse cultural programming, influencing organizational operations. In today's interconnected world, the success of organizations hinges on their ability to harness diversity as a source of strength and workforce motivation.

Global leadership styles play a pivotal role in shaping organizational culture and driving performance, particularly in multicultural settings. However, the concept of "global leadership" presents a complex challenge. Can universal leadership styles be applied across diverse cultural contexts? How do different leadership styles affect workforce motivation in varying cultural settings? This review delves into the raised questions by examining relevant research on global leadership, its contextual adaptability, and its impact on employee motivation.

Methodology

This study employs a desk study methodology, conducting extensive literature review to explore universality of leadership styles and how different leadership styles affect workforce motivation in varying cultural settings. Data were sourced from reputable platforms, including Google Scholar and CiteSeer, drawing from earlier comparable studies. The qualitative research design encompasses studies from various world regions providing diverse viewpoints. The selected studies from the past decade form a comprehensive population sample to address identified gaps.

This study aims to uncover a convergence of notions that might exist in the globalized world beyond boundaries and cultures. The purpose of this study is to highlight the generalizability of leadership styles and establish impact of these leadership styles in workforce motivation.

Theoretical Framework

Leadership theories that have implications for the universality of leadership styles include Transformational-Transactional Leadership Theory, Situational Leadership Theory, Path-Goal Theory, Culturally Endorsed Implicit Leadership Theory and Leader-Member Exchange Theory. These theories collectively suggest that effective leadership may possess universal elements, emphasizing adaptability, relationship quality, and a focus on shared values and motivations, despite potential variations across cultures.

When exploring the universality of leadership styles, several leadership theories offer insights into whether certain leadership principles are applicable across different cultures. One of the key theories that address or have implications for the universality of leadership styles is the Transactional-Transformational Theory.

Transactional-Transformational Theory

The theory, initially developed by James MacGregor Burns and expanded by Bernard Bass, introduces two primary leadership styles: transformational (emphasizing inspiration and motivation) and

transactional (emphasizing tasks and rewards). Burns distinguished between ordinary (transactional) leaders, who exchanged material rewards for followers' labor and allegiance, and extraordinary (transformational) leaders who engaged with followers, focused on intrinsic needs, and heightened awareness of important goals and innovative approaches to achieving them (Hay, 2006) (Odumeru & Ogbonna, 2013).

Transactional

Transactional leadership is characterized by exchanges that allow followers to pursue their interests, reduce workplace stress, and concentrate on specific company goals such as customer service, quality, and productivity. According to transactional leadership, followers are influenced by leaders and vice versa, with a foundation of reciprocity (McCleskey, 2014; Nawaz & Khan, 2016). However, critics argue that transactional leadership's universal approach overlooks contextual and situational factors, necessitating leaders to adapt to the specific needs of their environment. (McCleskey, 2014). This adaptability is crucial for the success of global leadership.

Transformational

Transformational leadership is widely considered universally applicable, aligning with human aspirations across cultures. This leadership style emphasizes a shared vision and individual development, aiming to inspire individuals to achieve higher levels of morality and drive (Pauliené, 2012). Key aspects include personalized attention, intellectual challenge, and the encouragement of independent thought on job-related issues. Transformational leaders exhibit commitment, a strong sense of purpose, and confidence in group goals, empowering followers and fostering a sense of ownership (Ghafoor et al., 2011; Pauliené, 2012; Van Eeden, Cilliers, & Van Deventer, 2008; Rothacker & Hauer, 2014). These leaders recognize followers' intellectual prowess and foster creativity through intellectual stimulation, promoting a readiness for change (Bass et al., 2003; Warrick, 2011).

According to Korzynski (2014), recent studies on transformational leaders highlight key actions, including individualized consideration (open communication, coaching, mentoring), intellectual stimulation (questioning assumptions, encouraging innovation), inspirational motivation (articulating an appealing vision, fostering optimism), and idealized influence (establishing oneself as a trustworthy and morally upright role model). The theory assists in understanding what is globally relevant and consistent with human ambitions in different cultural settings.

Also worth noting is that while the transformational leader concentrates on the employee's self-concept and sense of self-worth, the transactional leader attends to the material demands of the staff. The goal of a transformational leader is to help their followers develop a self-concept that aligns with their own goals and values (Bass, 2000). By aiming for consistency, the follower is inspired to go above and beyond to align their own purpose and self-concept with the leader's perceived expectations, which boosts their own sense of value.

Literature Review

The literature on global leadership styles explores universality and effects of global leadership styles on workforce motivation. It emphasizes cultural dimensions, adaptive leadership, key competencies for

global success, and the impact of leadership on motivation. The review covers global team leadership, organizational culture, challenges, and inclusive practices, providing recommendations for further research and leadership development. It considers contextual and cultural intricacies, investigates universal leadership principles, and aims to contribute to existing theories, addressing gaps, and serving as a foundation for future research.

The review emphasizes Hofstede-popularized cultural dimensions. The study seeks to reveal converging notions in the globalized world, not to discredit Western research but to underscore the generalizability of leadership styles. By adopting a global perspective, this research contributes to a more confident understanding of leadership in various national contexts. The study will focus on Global leadership models, such as the Global Leadership and Organizational Behavior Effectiveness (GLOBE), and the Cultural Intelligence (CQ) Model.

Hofstede's Cultural Dimension Theory

Hofstede's cultural dimensions theory is widely used to understand cultural differences and learn how global leaders can study the cultural context and provide motivation to the workforce accordingly. It includes dimensions such as Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, and Long-Term Orientation vs. Short-Term Normative Orientation (Hofstede, 2011). The cultural dimensions serve as valuable tools for leaders to enhance their cultural intelligence, fostering better cross-cultural understanding and enabling them to navigate the complexities of leadership in a global context.

Global Leadership

According to some definitions, global leadership is a state that is defined by the duties, responsibilities, functions, and actions that global leaders do. It is advantageous to specify these qualities since it makes it easier to identify and build the skill sets and competences required to carry out these jobs and tasks (Mendenhall, Reiche, Bird, & Osland, 2012). Others, describe global leadership by highlighting traits like integrity, accepting dualism, and displaying cleverness with curiosity at its center (Jokinen, 2005). Proficient global leaders possess mental models enabling them to navigate complex challenges, requiring quick thinking, open-mindedness, and agility in multicultural workplaces.

Effective multicultural leaders exhibit decorum, active listening, tolerance, and respect, accommodating diverse contributions. Universal transcultural leadership principles exist, but adaptation is crucial due to varying cultural importance on leadership styles. Scholars agree on the importance of a global perspective, as global leaders excel in diverse settings while respecting cultural diversity (Mendenhall, Reiche, Bird, & Osland, 2012).

Globalization challenges traditional business principles, necessitating a multidisciplinary approach to understand and apply global leadership models. Cultural context must be considered, because local strategies may not translate globally (Beechler & Javidan, 2007). Fundamental skills like self-awareness and curiosity, along with behavioral, cognitive, and core competencies, are vital in global leadership. Creative, intelligent leaders are essential in navigating the intricate cultural tapestry of global environments.

In the face of global complexity, ambiguity, and diversity, individuals and organizations encounter both challenges and opportunities. While globalization introduces hurdles for organizational leaders, it also offers substantial potential for those involved in multinational corporations. An essential question for academics and professionals revolves around identifying the tools necessary for global leaders. These tools should not only address the challenges of globalization but also empower leaders to effectively leverage its vast potential (Clapp-Smith & Lester, 2014).

Universality vs. Context-Specificity in Global Leadership

Early leadership research often sought to identify universal traits or behaviors that effective leaders possess (Hunt & Fedynich, 2019). However, the rise of globalization and increased awareness of cultural differences challenged this notion. Scholars like Hofstede (1980) identified cultural dimensions like power distance, individualism/collectivism, and uncertainty avoidance that significantly influence leadership expectations and preferences. The cultural dimensions awareness led to a shift towards contextualized leadership styles, recognizing that effective leadership styles vary depending on cultural, organizational, and situational factors.

Major Frameworks for Global Leadership

Several frameworks have emerged to understand and navigate the complexities of global leadership. For purposes of the study, the discussion will concentrate on two (2)- Global Leadership and Organizational Behavior Effectiveness (GLOBE), and Cultural Intelligence models of leadership.

Global Leadership and Organizational Behavior Effectiveness (GLOBE) Model

The nine cultural dimensions of GLOBE comprise both the principle that “should be” and the actual social practices that exist in various cultural contexts, or “as is.” They found the following nine cultural factors as independent variables: Assertiveness, Future Orientation, Performance Orientation, Gender Egalitarianism, Power Distance, Institutional Collectivism, Uncertainty Avoidance, and Humane Orientation (Shi & Wang, 2011).

According to a GLOBE study on Russia, by Grachev and Bobina (2006), aspects of participation and humane orientation that are almost universally associated with leadership have less impact on exceptional leadership in Russia than the universally positive attributes like charismatic/value-based leadership (visionary, decisive, and inspirational) and team-oriented leadership. In Russia, having a positive “image” (connected to success competency and social and personal recognition) and serving as a “facilitator” (drawing people in, resolving conflicts, and maintaining control over the situation), which appears to be the Russian equivalent of participatory leadership is more important. The given example clearly shows that although there may be global models, certain distinctions apply only to the prevailing cultural contexts. In an individualist society where autonomy and self-expression are highly valued, the given scenario might make the workforce disgruntled.

The Cultural Intelligence (CQ) Model

The Cultural Intelligence (CQ) model, developed by P. Christopher Earley and Soon Ang, evaluates an individual's effectiveness in working across diverse cultures. Cultural intelligence is defined as an interconnected framework of knowledge and abilities linked by cultural metacognition, enabling

individuals to adjust, choose, and shape the cultural aspects of their environment (Thomas, et al., 2008). CQ refers to an individual's cross-cultural adaptation capacity, indicating their ability to effectively adjust to situations with cultural diversity. Individuals with high Cultural Intelligence (CQ) are described as adaptable, capable of dealing with novel tasks, and finding new solutions to old problems (Rehg, Gundlach, & Grigorian, 2012; Story, Barbuto, Luthans, & Bovaird, 2014).

The model consists of four capabilities: CQ Drive, CQ Knowledge, CQ Strategy, and CQ Action, emphasizing the leader's ability to recognize, absorb, analyze, and respond appropriately to cultural cues in multicultural and international environments. Although not a leadership style theory, CQ highlights a leader's capacity to adapt behavior and communication to diverse cultural contexts. It is a flexible skill that can be enhanced through educational programs, overseas postings, travel, and other cross-cultural activities (Van Dyne, et al., 2012).

The universal implication of CQ suggests that effective leadership involves cultural adaptability, emphasizing the importance of understanding and navigating cultural nuances. The framework underscores the significance of developing CQ, enabling the ability to adapt and thrive in diverse cultures. Leaders with high CQ can effectively navigate cultural differences and build trust with global teams. A global leader should possess contextual intelligence, also known as implicit or tacit knowledge, enabling them to recognize and effectively manage differences (Dziatko, Struve, & Stehr, 2017).

These models offer valuable insights into understanding and navigating the complexities of leadership in a globalized world. They provide frameworks for assessing cultural differences, communication styles, negotiation approaches, and overall leadership effectiveness in diverse international settings.

Motivation

Motivation is the endeavor to persuade others to follow by offering benefits or rewards (Bhatia, 2013). It significantly influences the quality of human resources, with leaders who inspire having a substantial impact on high motivation (Hersona & Sidharta, 2017). Leadership is seen as an aspirational, morale-boosting, and creative force that persuades followers to adopt new perspectives and submit to the leader's wishes. Organizational or group behavior aligns with the leader's goals due to their interpersonal influence over followers.

Global leadership is essential for motivating the workforce in a complex, globalized environment, fostering diversity, and establishing a supportive workplace where employees feel valued and inspired. Understanding the cultural backgrounds of each group member is crucial for effective leadership in a diverse setting. Recognizing organizational dynamics and cultural dimensions offers strategic insights for motivating a diverse workforce in a global context. The discussed global models encompass various approaches to motivate employees with diverse backgrounds.

Impact of Leadership on Workforce Motivation

Effective leadership plays a direct role in motivating employees, impacting crucial outcomes such as productivity, engagement, and retention. Successful collaboration within global teams fosters a sense of accomplishment and collective achievement, serving as motivation for team members. Recognizing the

emotional aspect of human nature is vital in the leader-follower dynamic, influencing the effectiveness of leadership. The proposal suggests that effective leadership encompasses both inspired and passionate behaviors, as well as those grounded in reason and reasoning (Deng & Gibson, 2009). Research indicates that specific leadership behaviors consistently correlate with increased motivation across cultures (Judge & Piccolo, 2004).

Various frameworks like GLOBE Project and Cultural Intelligence help navigate global leadership complexities. Effective leadership impacts motivation through vision, empowerment, trust, and cultural sensitivity.

Vision and communication

Clearly articulating a shared vision and effectively communicating goals and strategies play a crucial role in fostering employee commitment and increasing motivation across cultures. This form of communication builds trust, reduces misunderstandings, and contributes to a positive work environment, ultimately motivating employees. Transparency, honesty, and providing feedback to staff members are essential components for improving cross-departmental integration, strengthening employee bonds, and fostering a sense of belonging within the company (Daya, 2014).

Empowerment and participation

Research on professional and managerial personnel has revealed a positive correlation between higher levels of empowerment and factors such as role clarity, opportunities for skill development, self-awareness, team collaboration fostering mutual aid, and participatory decision-making encouraging workers to consider choices related to their work (Wallach & Mueller, 2006; Spreitzer & Nason, 1997). Leaders who involve employees in decision-making and provide opportunities for autonomy enhance ownership and motivation. However, it's noted that in cultures where the organizational power structure includes centralized influence and decision-making, some workers may resist empowerment due to ingrained habits of obedience and reluctance to work collaboratively with management (Yukl & Becker, 2006).

Supportive relationships and trust

Building trust and fostering positive relationships with employees is crucial for creating a safe and respectful work environment that enhances engagement. Research indicates that a friendly work environment is associated with increased creativity, diligence, affective commitment, lower absenteeism, and lower employee turnover (Hughes, Avey, & Norman, 2008). Employees in a supportive environment are likely to express higher levels of confidence in the organization's leadership.

Cultural sensitivity

Leaders who demonstrate an understanding of respect for cultural differences create a more inclusive environment and motivate employees from diverse backgrounds. People need to have an interest in different cultures, have the awareness to recognize cultural differences, and be prepared to adjust their behavior out of respect for those from different cultures to be effective in those cultures. We propose that intercultural sensitivity may serve as a predictor of effectiveness and that it is a fair phrase to describe these personal traits (Bhawuk & Brislin, 1992).

Findings and Discussion

Leadership is greatly influenced by the environment in which they operate, and the environment is never static. The diversity of cultures necessitates the development of various and appropriate leadership styles. Practitioners should avoid rigid adherence to established theories and instead embrace flexible approaches based on the prevailing situation. The idea that there is a singular optimal leadership method needs to be dispelled, recognizing that leaders encounter diverse and unfamiliar environments in global leadership. Optimal success is contingent on examining both the leader's style and the environment, considering the characteristics of the followers (Horner, 1997). The goal of leading global teams is to help teams achieve goals effectively and efficiently. To achieve this, a leadership should endeavor to motivate the workforce towards a desired state. The leader should inspire, guide and show the way to the subordinates.

The GLOBE and Cultural Intelligence leadership models have unique characteristics that can help in motivating the workforce as described below:

Global Leadership and Organizational Behavior Effectiveness (GLOBE) Model

The GLOBE Model focuses on studying cultural dimensions and their impact on leadership and organizational behavior. While the GLOBE Model is not designed to directly motivate workers, the understanding and application of its findings can contribute to motivation in several ways. The GLOBE identifies cultural dimensions that influence leadership behaviors. Leaders who are knowledgeable about these dimensions are better equipped to create culturally sensitive and inclusive work environments. Inclusion fosters a sense of belonging and value among employees, positively impacting motivation.

Recognizes that leadership effectiveness varies across cultures. Leaders who apply GLOBE Model insights are more likely to adapt their leadership styles to align with cultural expectations. Such adaptation promotes positive leader-follower relationships, enhancing employee motivation and engagement. Competence in cross-cultural situations enhances employee confidence and motivation. Interpersonal communication and expatriates' ability to adjust to new practices, values, and presumptions in their new environment are greatly aided by cultural flexibility (Kai Liao, Wu, Dao, & Ngoc Luu, 2021). Organizations using GLOBE insights may tailor leadership development programs to address global expectations. Offering opportunities for leadership growth motivates employees seeking advancement and recognition. Concerns about the future may be used to revitalize the leadership idea when organizations encounter difficult and complex crisis situations because members of the organization may be more willing to recognize and modify their unconscious presumptions. Therefore, it is crucial to examine how the many aspects of crisis situations may impact leadership development to improve our knowledge and methods for doing so in organizations (Probert & Turnbull, 2011).

The GLOBE model guides organizations in creating global career paths for global assignments and career growth opportunities. Through this, the workforce are motivated to develop skills and competencies that align with organizational goals. While the GLOBE Model itself is not a motivator, its application can lead to cultural awareness, effective leadership, improved communication, team success, values alignment, leadership development, recognition of diverse contributions, cultural adaptability, and global career opportunities all of which contribute to a positive and motivating work environment.

The Cultural Intelligence (CQ) Model

Cultural intelligence refers to a person's capacity to operate and lead successfully in environments with varying cultural norms. This definition of cultural intelligence broadens the scope of an individual's capacity to form and lead cultural groups and perform well within them, as well as to effectively engage in cross-cultural relationships (Ang & Inkpen, 2008). The Cultural Intelligence (CQ) Model can motivate workers by cultivating intrinsic motivation, providing cultural knowledge, fostering adaptive problem-solving, enabling effective communication, promoting inclusive leadership, offering career development opportunities, recognizing cultural contributions, and ensuring cultural sensitivity in organizational policies. Through these mechanisms, CQ contributes to a positive and motivating work environment in culturally diverse settings.

It has become imperative that organizational executives develop competencies beyond those found in their own nation if the company is to become more global. When we refer to multicultural leadership, we are also referring to an organization's tendency to value and support different leadership styles (Beechler & Javidan, 2007). Most organizations define and use one preferred leadership model and set of competencies which is strongly influenced by western management theory and practice. There is a subtle, albeit inescapable, suggestion that this is the "right" way to lead not just for the individual organization, but more broadly. Yet, there are many ways to lead that are contextually appropriate for organizational members in different locations and respect the cultural inheritance of the individual leader. At the same time, as the world changes and power relationships shift, other cultural approaches to leading become more relevant. What needs to happen "at this moment, in this place" may not always be best accomplished by the standard or organizationally accepted approach (Webb, Darling, & Alvey, 2014).

Cultural dimensions offer insights into how cultural values may influence leadership preferences and behaviors. It is important to note, however, that Hofstede's theory of cultural dimensions does not prescribe a specific leadership style but provides frameworks for understanding cultural variations in leadership expectations, communication styles, decision-making processes, and other leadership-related factors. According to Hofstede's cultural dimensions, there are clear distinctions between cultures, especially when it comes to people's values, attitudes, and actions. These differences have an impact on leadership in businesses. Prior research on leadership has focused on the leaders themselves, their actions, beliefs, and culturally connected leadership styles, as well as the acceptability and suitability of different leadership philosophies (Bono, 2005).

A growing body of research also shows that various leader behaviors and actions are interpreted and evaluated differently depending on their cultural context. This is because different people have different ideas about what makes an ideal leader, with some approaches being preferred and others being thought to be less successful (Jogulu, 2010). These differences occur because it seems that different cultures have different ideas about what leadership means and how important it is.

Cultural variations encompass differences in values, norms, communication styles, and expectations, making effective leadership subjective across cultures. Adapting to these differences demands high cultural sensitivity and awareness. Contemporary leadership theories advocate adaptability in leadership styles to align with the context of globalization and flattened organizational hierarchies. The

transformational leadership approach, emphasizing team-based leadership and transformative qualities, is recognized for its effectiveness (Jogulu, 2010).

However, some researchers, such as Yukl (2002), contend that the suitability of the conceptual framework employed to ascertain cultural characteristics determines the caliber of study on cross-cultural leadership. Another viewpoint holds that culture restricts the range of acceptable courses of action rather than serving as the ultimate goal that motivates behavior, without diminishing the significance of "values and cultural dimensions." Although people are socialized in a way that makes them naturally aware of "how to act" in particular circumstances, they are not required to be able to understand or embrace the "value" that underlies the behavior or to be able to recognize that a given behavior is intended to forward a particular value. Despite using a specific style of managerial leadership, supervisors could not comprehend the underlying assumptions of their staff (Scandura & Dorfman, 2004).

Leaders who are aware of cultural dimensions can use the acquired knowledge to adapt their leadership approaches and become more effective in multicultural environments. For instance, a leader operating in a culture with high power distance may adopt a more hierarchical leadership style, while a leader in a culture valuing individualism may emphasize autonomy and independence.

People from collectivistic society may feel more at ease when the leader demonstrates paternal traits which has a greater beneficial impact on job satisfaction among African employees than other cultures. Due to differences in views on authority, loyalty, and interpersonal relationships, growing nations in East Asia and Africa cannot benefit from the application of Western leadership methods. Likewise, considering two more cultural factors, we are compelled to consider whether self-leadership is synonymous with the same concept in other cultures. avoiding ambiguity and establishing power distance (Alves, Lovelace, Manz, & Matsypura, 2006).

(Dorfman, Javidan, Hanges, Dastmalchian, & House, 2012) also observe that the three culturally contingent leadership aspects of being internally competitive, bureaucratic, and status aware, are predicted by power distance values at the national or corporate level. High power distance values are attracted to rule-abiding, sometimes reclusive leaders who are acutely aware of the status disparities between themselves and their group members.

(Youssef & Luthans, 2012) opine that without a doubt, cross-cultural differences provide particular challenges for followers, leaders, and organizations on a local and global scale. The most obvious problem facing global leaders is getting people and cultures to come together, with their various ideas, value systems, perceptions, and action proclivities, in pursuit of similar company goals. Effective multicultural leaders should be aware of these challenges and address some of the main issues that arise in a multicultural setting. Some of these challenges are sense of urgency, differences in work ethics, intergroup conflicts, disrespect and hierarchy violations, a lack of common ground, and explicit versus implicit communication (Paulienè, 2012; Girdauskiene & Eyvazzade, 2015).

Although, research on the existence of universal leadership styles is still limited, it is widely believed that transformational and transactional leadership theories will be applicable everywhere due to their

adaptability to various cultural contexts Some great writer have advocate for transformational leadership because it is said to promote greater participation within collectivist cultures because the followers are more likely to accept and identify with the leader's ideology due to hi power distance and acceptance for authority (Paulienè, 2012).

According to Avolio and Bass (2004), there is a belief that the theories of transformational and transactional leadership will find widespread adoption due to their adaptability to many cultural contexts. Because of their high-power distance and acceptance of authority, followers of transformational leaders are more inclined to adopt and connect with their ideology, according to some management writers, who argue that transformational leadership fosters greater engagement within collectivist societies (Jogulu, 2010). Transformational leadership, anchored in a shared goal and training, proves effective in diverse cultural contexts, necessitating leaders to adapt their style to varying cultural norms and expectations (Bonsu & Twum-Danso, 2018).

Leaders employing transactional leadership aim to inspire followers through contractual agreements, guide behavior toward predetermined goals, and emphasize extrinsic rewards to enhance organizational efficiency (McCleskey, 2014; Bass, Avolio, Jung, & Berson, 2003). Research on a wider range of cultural characteristics necessitates international investigations to reveal new Transforming leadership styles and information sharing in a multicultural setting linkages. Different leadership styles present challenging management difficulties for firms, particularly when those organizations expand globally. These businesses may frequently have to deal with a wide range of cultural conventions, attitudes, and behaviors in environments that differ greatly from those of the host nation. Therefore, it is imperative to investigate the impact of culture-specific factors on variations in leadership models.

Conclusion

In conclusion, it can be said that the question of the universality of leadership styles in multicultural organizations within the social and cultural contexts of developing nations has received little empirical investigation. Most studies on leadership styles are focused on Western leadership models. This might not provide a strong argument to generalize the theories popularized based on the belief that leadership styles are universal. In relation to Hofstede's, cultural dimensions, there has been a propensity to overlook culturally specific characteristics and presume universal application. It is impossible to downplay or dismiss how closely leadership styles and cultural foundations are intertwined. Based on the premise that cultural values, beliefs, and expectations impact leadership styles through a complex web of behavioral processes including roles and duties that are considered suitable for a given culture, this study adopts a methodology that reflects this assumption.

It is also important to note that the universality of leadership styles is an intricate issue. While culture and context certainly have an impact on leadership, there are fundamental ideas and characteristics that go beyond these limitations. The study and practice of leadership should strive to strike a balance between acknowledging cultural and contextual differences and identifying universal principles that can guide effective leadership across the globe, even though there isn't a single model of leadership that works for everyone. It is imperative for leaders to comprehend the cultural and contextual aspects of leadership, as

this enables them to modify their strategies while simultaneously utilizing ageless values to motivate and direct their groups.

In the global setting, it is envisaged that the transactional and transformational leadership models will provide a solution for reaching a universal style. Globalization and the shrinking of regional boundaries present a multitude of opportunities and challenges for leadership development. Diversity in attitudes, viewpoints, and values highlights the need for a more thorough investigation and recognition of the connections between culturally specific leadership philosophies. An approach to leadership that goes beyond the American, European, or Asian paradigms is desperately needed. To achieve this, future research must consider researching how leadership styles can align with the host country culture and which leadership qualities are universally appealing in all cultures and can serve as a motivating factor to workforce of these cultural backgrounds.

Cultural differences significantly impact leadership styles, emphasizing the need for adaptability. While certain leadership elements may be universal, effectiveness hinges on understanding and respecting cultural contexts. Leaders must navigate diverse cultural expectations, communicate adeptly across boundaries, and adjust approaches accordingly. A tailored, culturally sensitive leadership strategy is vital, as a one-size-fits-all approach may not be suitable in the global landscape.

Recommendations

1. More research is needed to build a solid and coherent picture of the generalizability of culturally connected leadership styles.
2. To investigate the extent to which cultures have blended significantly due to globalization, assessing whether there is a basis for generalizing leadership styles across diverse cultural contexts.

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