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LEADERSHIP MODELS AND MANAGEMENT STYLES IN INTERNATIONAL MANAGEMENT

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social entrepreneurship, social entrepreneur, human capital, European experience, changes, human potential, innovative methods, creative approaches.

Leadership models and management styles in international management are studied. It is substantiated that the modern management system is characterized by the fact that the main value is human resources, which are the key to successful activity, and not the material component. It is proven that awareness of the importance of human resources allows to determine their significance for successful functioning in the domestic market and access to foreign markets, which identifies the transition from an industrial type of economy to an economy based on knowledge, information and technology. It was determined that the success of management and the effectiveness of international activities are largely determined by the effectiveness of management, in which the key role is assigned to the leader. At the same time, leadership is considered as a process of influencing the formulation of the key goals of a business entity, motives and incentives for behavior, as well as the formation of a favorable environment for the development of corporate culture. It is substantiated that the characteristic features of a leader are: honesty, the ability to work with people, equanimity, which, as a rule, are replaced by certain special features inherent in a certain culture, which causes the discrepancy between leadership theories. It has been proven that business leaders must have certain skills that are often determined by culture, there are leaders who are quite good at following instructions, following certain rules prescribed by management, and ensuring that all employees will follow them. At the same time, it is possible to display extreme behavior in the case when they refuse to follow instructions and refuse to take actions that will allow finding a compromise solution. It was determined that leaders are carriers of unique knowledge, possessors of intuition and instincts, who very often use and make the right decisions. It is also important to develop these abilities through the collection and accumulation of information, learning, emotionality, intelligence, and experience. The analysis of foreign experience showed that leadership can be effective only on the condition of building effective coordinated interaction in the team and communication between its members. After all, a person-manager formulates tasks for the lower links of the hierarchical structure through interaction and communication links with lower levels of management. However, leaders are change agents for each specific company.

МОДЕЛІ ЛІДЕРСТВА ТА СТИЛІ КЕРІВНИЦТВА В МІЖНАРОДНОМУ МЕНЕДЖМЕНТІ

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Ключові слова:

соціальне підприємництво, соціальний підприємець, людський капітал, європейський досвід, зміни, людський потенціал, інноваційні методи, креативні підходи.

Досліджено моделі лідерства та стилі керівництва в міжнародному менеджменті. Обґрунтовано, що сучасна система управління характеризується тим, що головною цінністю є людські ресурси, які є запорукою успішної діяльності, а не матеріальна складова. Доведено, що усвідомлення важливості людських ресурсів дозволяє визначити їх значущість для успішного функціонування на внутрішньому ринку та виході на іноземні, що ідентифікує перехід від індустріального типу економіки до економіки, основою якої є знання, інформація та технології. Визначено,

що успішність управління та результативність міжнародної діяльності значною мірою обумовлена ефективністю управління, в якому ключова роль відводиться лідеру. При цьому лідерство розглядається як процес впливу на формулювання ключових цілей суб'єкта господарювання, мотиви та стимули поведінки, а також формування сприятливого середовища для розвитку корпоративної культури. Обґрунтовано, що характерними рисами людини-лідера є: чесність, здатність до праці з людьми, виваженість, котрі, як правило, заміщуються певними особливими ознаками, притаманними певній культурі, що обумовлює невідповідність між теоріями лідерства. Доведено, що бізнес-лідери мають володіти певними навичками, які досить часто визначаються особливостями культури, є лідери, які досить добре виконують надані інструкції, дотримуються певних правил, прописаних керівництвом, і надають гарантії того, що всі працівники будуть їх дотримуватися. При цьому можливим є прояв екстремальної поведінки у випадку, коли відмовляються слідувати інструкціям та відмовляються вживати дій, що дозволять знайти компромісне рішення. Визначено, що лідери – це носії унікальних знань, володарі інтуїції та інстинктів, котрі дуже часто використовують і приймають правильні рішення. Важливо також розвивати зазначені здібності через збір та накопичення інформації, навчання, емоційність, інтелект, досвід. Аналіз іноземного досвіду показав, що лідерство може бути ефективним лише за умови побудови ефективної узгодженої взаємодії в колективі та комунікації між її членами. Адже людина-управлінець формулює завдання для нижчих ланок ієрархічної структури через взаємодію та комунікаційні зв'язки з нижчими рівнями управління. Проте лідери є агентами змін для кожної конкретної компанії.

Problem statement

The modern management system is characterized by the fact that the main value is human resources, which are the key to successful activity, and not the material component. The civilizational movement in the direction of the formation of a knowledge economy requires a change of views on the employee as a person whose activity is important for one's own well-being, for the business entity, for society, for the state. From the firm's point of view, human resources act as a source of profit. If we consider the material component in the activity of a business entity, it is necessary to note its passive nature, which determines the need for human participation in order to obtain added value. Awareness of the importance of human resources allows you to determine their significance for successful functioning in the domestic market and access to foreign markets, which identifies the transition from an industrial type of economy to an economy based on knowledge, information and technology.

An effectively functioning management system is a prerequisite for the company's successful operation on the international market. That is, it is important for any business entity to have leaders who influence the goal-setting process, form a motivational system and create favorable conditions for productive work and form a corporate culture through collective interaction.

Analysis of recent studies and publications

Theoretical and practical issues of leadership and leadership styles were studied by foreign and Ukrainian scientists. Among the foreign researchers, it is worth highlighting: M. Meskona, M. Alberta, F. Khedouri [1], K. Dixon [2], D. Akag [3]. Ukrainian scientist A.R. Dun-ska [4] paid special attention to the analysis of leadership

in international business. Creative leadership was studied by Pashchenko S.Yu., Serbin O.O., Stoyan S.P., Trofimov A.Yu., Lukin D.V. [5].

Highlighting previously unsolved parts of the overall problem

Given the development of international business and the desire to increase the efficiency of national enterprises, the issue of analyzing leadership models and management styles requires deeper research.

Objectives of the article

The main goal of this work is the analysis of leadership models and management styles to identify the most successful ones for their use in the national economy.

Presentation of the main material

The success of management and the effectiveness of international activities are largely determined by the effectiveness of management, in which the key role is assigned to the leader. By definition, leadership is the process of influencing the formulation of the key goals of a business entity, motives and incentives for behavior, as well as the formation of a favorable environment for the development of corporate culture [6].

Globalization processes convincingly prove the need for mutual understanding to achieve certain results and successful development. In international business, a significant level of flexibility, adaptability and the presence of one's own vision regarding the introduction of business in other countries of the world is important.

An example of the existence of a leader in business is the perception of power distance between God and other

people in different cultures of the world. If we consider the countries of East Asia, it is necessary to note a significant power distance, which is characteristic of them, taking into account the peculiarities of culture and values. Note that this indicator of power distance is mostly associated with religious beliefs, namely Confucianism, which emphasizes that harmony with the world is achieved only if one is aware of one's own role and importance in society. In addition, Confucius formulated a system of relations, which involves the subjugation of people of a "lower level" to those who occupy a higher rung in the hierarchy. At the same time, representatives of the "higher level" must protect people at a lower level and direct them to the right actions, bear responsibility for each of them. The above is interpreted as a mutual obligation. Note that the above principle is followed in the countries of East Asia until now.

However, globalization processes are constantly expanding their horizons and territories. This means that a manager from China, Japan or Korea can manage a team from the West, whose members must adhere to the rules specified in the respective business protocols that define the differences in business models.

Speaking about the qualities of a human leader, we note that there are characteristic features of a universal character: honesty, the ability to work with people, equanimity, which, as a rule, are replaced by certain special features inherent in a certain culture, which causes the discrepancy between leadership theories.

Let us emphasize that the possibility of being a formal or informal leader is determined precisely by personal traits and the ability to quickly adapt to the peculiarities of the business environment.

It is accepted to distinguish the following styles of decision-making: a synchronized leader who is able to perform certain actions well (the specified style is characteristic of Asian countries) and focuses on a detailed analysis of all threats, only after that makes an appropriate management decision. He or she is also more concerned about potential threats. Opportunistic leaders are quite flexible, the process of achieving the goal is broken down into certain sequential steps (typical for Western countries). Note that very often this type of leadership is used in countries that have chosen the British business model, including Hong Kong, Malaysia, Singapore and India. Opportunistic business leaders are risk-averse and ambitious enough.

Communication style is important. It is accepted to distinguish two styles of organization of communication and communication. If a leader is diplomatic, then his communication is clearly structured, uses clearly defined communication constructs and moves forward consistently. Leaders in the countries of Latin America, Canada, Sweden and New Zealand work according to this type, where the specified style is approved through team members. A diplomatic leader is characterized by politeness, can correct the discussion during the conversation and often follows the reaction of others to his language during the introduction of negotiations and work meetings.

A business leader who prefers action to communication, so his communication is limited. A leader believes that action is better than talk. This style is characteristic of

the Netherlands, where employees are more receptive to the manager's real actions than long conversations.

Let's emphasize that a business leader must have certain skills, which are often determined by the characteristics of the culture, there are leaders who quite well follow the instructions given, follow certain rules prescribed by the management, and provide guarantees that all employees will follow them. At the same time, it is possible to display extreme behavior in the case when they refuse to follow instructions and refuse to take actions that will allow finding a compromise solution. Countries with such leaders include South Korea, Greece, India, Turkey, etc.

The passive-aggressive type of leader is formed, as a rule, in certain circumstances, for example caused by a stressful state. Such a situation may arise due to the fact that the leader does not want to perform the actions that are imposed on him, especially since he considers them ineffective. At the same time, the leader still tries to avoid conflict situations, seeing them as a threat to his future career. This type of leadership is characteristic of such countries as Indonesia and Malaysia.

Italy is characterized by autocratic leadership, that is, management is based on one's own intuitions, and not on logical thinking. Leaders are sufficiently charismatic and feel their importance through the influence they have on other team members. Italian leaders can inspire and convince. As a rule, the decisions made are not canceled.

In Sweden, business leaders adhere to the principles of democracy and decentralization. In their opinion, sufficient awareness of employees, a high level of motivation ensures high labor productivity. Swedish managers are open to the team, always ready to listen and discuss important issues. In addition to mine, the law stipulates that the manager must discuss the issue with employees before making a final decision.

In Great Britain, the vast majority of leaders tend to make compromise decisions, which determines their diplomacy, ease, and fairness. At the same time, in various cases, they can be too strict. As a rule, it is believed that people are united in teams by common values and interests.

Business leaders in Austria are able to make quick decisions, and are very often focused on the presence of friendly relations in the team. That is, speed of thinking and decision-making without thinking are characteristic.

In South Korea, management is based on the presence of certain family ties in collectives. Positions are assigned according to family hierarchy, not organizational structure.

Managers of Chinese enterprises follow the instructions that come from the managers at the top of the hierarchical structure, passing certain instructions to other employees as necessary. Subordinates tend to carry out assigned tasks without any discussion, as the opposite may indicate contempt. For the Chinese, it is important to preserve the reputation and face of the entire team.

It is generally accepted that a true leader should be loyal and concerned about the welfare of his employees.

If we consider the Arab countries and the countries of Latin America, we note that a significant part of the authority is exercised by the manager, very often family relations are used for career growth, for example, in India and Argentina.

Based on the analysis of the features of the leadership model in different countries, it is possible to ascertain the significant influence of culture, which determines the level of adaptation in international business. Despite the desire to open one's own business or work in a certain company, it is necessary to study management styles to determine the readiness to accept the culture of another country and follow the management instructions [7].

We emphasize that management means the search for such methods, approaches to management with the purpose of purposeful influence on the object to achieve the desired result and realize the set goals.

Note that there is no unambiguous interpretation of leadership in modern scientific literature. According to the American scientist and economist B. Bass, there are as many definitions of the concept of leadership as there are people who tried to formulate it.

It is characteristic for a leader to have certain guidelines that guide his actions in a period of uncertainty and the impact of global challenges. Every leader has certain guidelines that he uses when making decisions and that guide his activities in periods of uncertainty.

It is important for a leader to be able to obtain the maximum result with minimum costs or to use resources with maximum efficiency under the condition of their limitation.

Leaders are carriers of unique knowledge, owners of intuition and instincts, who very often use and make the right decisions. It is also important to develop these abilities through the collection and accumulation of information, learning, emotionality, intelligence, and experience.

In addition to the isolated elements of "leadership capital" and "leadership conditions", it is important to have the so-called "leadership voice", which determines the ability to lead the team, while demonstrating certain ideals and values. This element determines the level of

influence on the leader's followers and provides control of the situation.

Leadership can be effective only under the condition of building effective coordinated interaction in the team and communication between its members. After all, a person-manager formulates tasks for the lower links of the hierarchical structure through interaction and communication links with lower levels of management. However, leaders are change agents for each specific company [8].

In the scientific literature, three leadership styles are distinguished (Fig. 1).

Let's emphasize that leadership has a direct connection with the management style, which is a sign of the manager's behavior towards other employees of the team due to the influence on their activities, incentives to actions that allow achieving common goals. democratic is based on a partnership between employees and the manager.

Conclusions and proposals

Based on the conducted research, it can be concluded that the success and effectiveness of management is determined by the presence of a leader, who can be formal or informal. Leadership, in turn, is closely related to interaction with other people and effective communication. To ensure the success of the management process, it is necessary to take into account the possibility of adapting leadership styles to the specifics of national culture, customs and traditions. Taking into account the above is the key to the success of the leadership model.

Note that despite the fact that international business uses a number of different management and leadership styles, each business entity should have its own model that corresponds to modern trends and features of the organizational structure, formed value orientations.

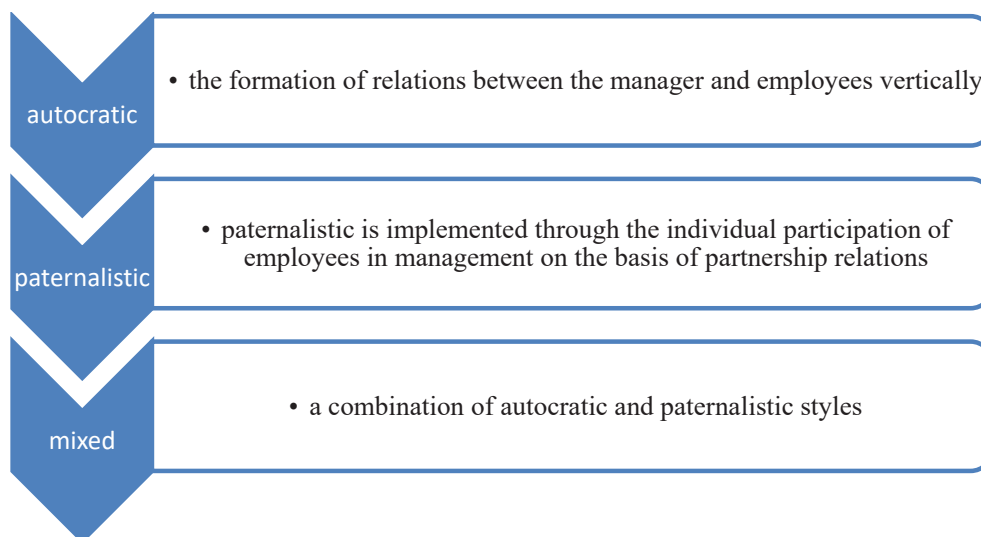


Fig. 1 – Leadership styles

Source: compiled by the authors based on [9]

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