

# Social Power and Leadership in Cross-Cultural Context

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## Introduction

Leadership approaches imply different theoretical rationales and components that form the overall management concept. As components that need to be taken into account, Mittal and Elias (2016) consider the variables of content and context. In the first case, situations are identified in which the characteristic signs of leadership appear. The variables of context manifest when a new form of relationship among managers and subordinates arises.

As Bachrach and Mullins (2019) note, the main elements of the global mindset are the three forms of capital – intellectual, psychological, and social. The role of culture is also significant, and Mittal and Elias (2016) mention contingency variables that are included in the theory of contingency leadership. This concept includes those mechanisms that influence such indicators as diligence, productivity, and other aspects of work activity (Bachrach & Mullins, 2019). The role of culture in this theory is high since communication within a contingency approach is an essential attribute of interaction.

## Main body

In order to evaluate the features of leader-subordinate relationships, it is possible to apply a special model of Hofstede's cultural dimensions. According to Thanetsunthorn and Wuthisatian (2018), these dimensions are power distance, uncertainty avoidance, individualism, and masculinity. Based on their study, only two components of the model can have the greatest negative effect – power distance and masculinity, "whereas individualism and uncertainty avoidance have no significant impact" (Thanetsunthorn & Wuthisatian, 2018, p. 1139).

For instance, in companies with a vertical management system, the interaction of leaders with subordinates will be less productive if masculine culture is maintained. As

# Cultural Context Of Leadership And Power

**Léo Pomar**



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