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## FEATURES OF MOTIVATION AND LEADERSHIP IN DIFFERENT CULTURES

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**Introduction.** Globalization has been spreading at a great speed in the whole world since World War II was over. It represents increasing interconnection among nations. Globalization has highlighted the point: how motivation is influenced by cultural differences.

Due to Globalization, leaders and managers are required to be aware of intercultural relations and to have relevant competence of their practical application in order the proper form of motivation to be chosen. Cadlez and Bartholomew claim that leaders have to apply five intercultural competences: 1. leaders have to be aware of the world economic, political and cultural environment; 2. they have to acquire knowledge about many various technologies; 3. leaders should be able to work with people with different cultural backgrounds; 4. they should be able to adapt to life and communication in various cultural environments; 5. leaders have to learn how to communicate with the representatives of various cultures on the basis of equality. In addition, Ting-Toomey (1999) mentioned that in case of globalization, leaders need to develop the ability of intercultural view. According to the above mentioned points and the research performed by us, one more point can be added as the 6<sup>th</sup> competence: leaders have to possess the competence of legibly applying different approaches of motivation on the basis of intercultural view. Only applying the contemporary approaches of motivation and adapted stimulation method with people of various cultural backgrounds, the usage of a wide variety of competences can be achieved by managers. It will contribute to becoming efficient, result-oriented leaders.

In our opinion, experienced leaders should manage to keep their actions in that narrow line between egocentrism and private cultural values; as Peter Northouse notes: to overcome a narrow escape [5].

Classifier of cultural dimensions, elaborated by GLOBE, within the framework of culture and leadership research, is worth mentioning. Based on the works of nine researchers, nine cultural dimensions are determined: 1. avoiding vagueness; 2. inequality of power; 3. institutional collectivism; 4. group collectivism; 5. gender egalitarianism; 6. self-confidence; 7. focusing on future; 8. focusing on work; 9. focusing on humans [2]. According to G. Hofstede, dimension is part of a culture, which can be measured with respect of other cultures. [7] The 9<sup>th</sup> dimension is focused on human values, it shows us the ability of culture to encourage the following characters in people: justness, altruism, generosity, diligence and kindness. Focusing on human values elaborates the promotion of social support, unity and sympathy expression by organizations or society. On the basis of the research, performed in 62 countries, the above cultural dimensions represent the research base, which indicates the alteration of leadership approaches in various countries.

GLOBE's researchers divided the studied data into the regional clusters, which serve as a convenient tool for analyzing the existing similarities and differences between various cultural groups [2]. It enables us to make important generalizations about culture and leadership.

**Review of research papers on the issue.** Previous research results (assessment of the universal language, geography, religion and history) were used for creating regional clusters by GLOBE's researchers. On the basis of these factors, countries were grouped into 10 regional clusters: English-speaking countries, German-speaking Europe, Latin Europe, Sub-Saharan Africa, Eastern Europe, Middle East, Confucian Asia, Southern Asia, Latin America and Northern Europe. It could be noted, that each cluster was unique.

Georgia belongs to Eastern Europe cluster. This cluster includes: Greece, Hungary, Albania, Slovenia, Poland, Russia, and etc. These countries have high regard for self-confidence, group collectivism and gender equality. The residents of this cluster have strong and supportive attitude towards their co-workers and treat men and women equally. They are less focused on success. They do not pay much attention to strategic planning and give less importance to rules and laws, as a compulsory precondition of order [1,2].

According to the above said, a manager has to be aware of the information about a partner country, including business behavior (code), national and cultural characteristics, in order their behavior to comply with them. Such kind of information will enable a specialist to deserve respect and trust of these companies, ensure competitive advantage of his/ her company in the competition and the process of staff motivation.

Georgian Managers and leaders, who participate in business of various countries, have to become aware of the impact of language, currency, law, culture, Geography and technology of a foreign country on the functions of traditional business.

In the era of globalization, an efficient strategy of any company has to include its national cultural characteristic features at maximum level and to apply international ones as necessary component of their activity [3]. Principles of justice, staff motivation and calm environment are vital to create normal human relations within a firm.

Domination type of motivation in the USA and Western Europe, as a mood for work, is motivating specific workers with economic and intangible stimuli. Motivation system of being loyal to a firm is in progress in Japan, which it is expressed in creating corporate consciousness. Unfortunately, motivating of particular employees based on personal opinions of company's authority is still observed in Georgia, which indicates to the existence of compulsory motivation or to the absence of motivation.

In case of ethnical, cultural, national differences among a multinational staff, this problem is considered to be very complicated and including many factors. Nevertheless, in comparative management the issue of motivation is covered both in cultural and institutional aspect.

**Leadership Behavior and Culture Clusters:** The major objective of the GLOBE Project is to determine various kinds of opinions about leadership in different cultures. Furthermore, the researchers would like to determine how cultural characteristics were linked to culturally acceptable leadership behavior [4].

The research, how different cultures observe leadership skills in humans' behavior, was performed by the researches of GLOBE. Six major leadership types were determined: 1. charismatic; 2. based on values; 3. focused on a group; 4. focused on humans; 5. autonomous and 6. defensive.

Taking into consideration the above-mentioned leadership types, a research has been performed in various Georgian companies and the research results are presented in the form of the following diagram:

Autonomous Leadership
Defensive leadership
Team-focused leadership

**Fig. 1. «National Centre of Surgery» - Desired behavior of the Leader**

Material Interest
Growth - development motivation
Encouraging competence
Team-focused Leader
Individualism

**Fig. 2. Motivation study - «National Centre of Surgery»**

Service Quality
Defensive leadership
Participative leadership
Autonomous Leadership

**Fig. 3. «ProCredit Bank» - Desired behavior of the Leader**

Career progression
Financial benefit
Team focusing
Authority, Trust
Professional competency

**Fig. 4. Motivation study – «ProCredit Bank»**

As can be seen from the above equation, we analyzed the behavior of the two Georgian companies' leaders. In the Surgery Institute a leading example is someone who is independent, constantly trying to protect its leadership position. A leader is moderately charismatic. Leadership is based on values, individual and team-focused, but is solo in the decision-making process, however, it does not leave people beyond the decisions.

Concerning the motivation of the Georgian management firms, the picture is the following: material incentive factor dominates. As for the career advancement, staff growth and development interest rank the second place.

Basing on the world and our research results, we have developed a Georgian leader's portrait, which will be adapted to Georgian culture. This is a leader, who will be able to achieve unity, he is charismatic, focused on values, motivated and is able to build personal relations.

Having highlighted the positive qualities of leadership, we'll further emphasize the negative or undesirable features, such as loneliness, withdrawal, insincerity, egocentrism, inclemency and autocratic control.

**Conclusions.** There is no doubt that different countries' representatives will agree to the fact that the above mentioned negative features only impede efficient leadership.

Leadership and culture together with the study of leadership has enabled us to highlight the complexity of the process and the impact of culture on leadership and motivation.

Georgia is a young market economy country. All factors of motivation, leadership will contribute to strengthening the influence of managers, and help researchers working on the issue. Great efforts of 10 young people, within a year's period, have still brought the desired result, in order to eliminate cultural differences, incentives and leadership changes, using a wide range of approaches in the different cultures and in the subcultural respect.

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**Nino Mkheidze**, Post-graduate student. **Ann Kakutia**, Post-graduate student. Caucasus International University. **Features of motivation and leadership in different cultures.** The article describes the motivation, as the most basic function of management, because it is rising to a higher level through developing competition, its role and significance for motivation. At the beginning of the paper, we discuss some of the preindustrial period theories of economic development concerning motivation, and its genesis is shown, how it arose as a phenomenon and developed as a scientific issue.

The paper discusses the reasons for research and development in this area. In addition, the article provides an analysis and criticism of some of the theories, described in modern research papers and developments. Finally, the paper describes the situation in Georgia and provides an overview of the author's own research.

**Keywords:** culture, cultural, differences, motivation, cross culture, leadership.

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**Ніно Мхеїдзе**, аспірантка. **Анна Какутія**, аспірантка. Кавказський міжнародний університет. **Особенности мотивации и лидерства в различных культурах.** Исследовано влияние разных культур на эффективность мотивации и лидерства. В условиях глобализации особое внимание уделяется изучению вопросов лидерства и мотивации в кроскультурном контексте. На основании исследований учёных рассмотрены модели лидерства в разных странах и выявлены особенности грузинской культуры в вопросах управления бизнесом.

**Ключевые слова:** культура, культурные различия, мотивация, межкультурные отношения, лидерство, управление бизнесом.

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**Ніно Мхеїдзе**, аспірантка. **Анна Какутія**, аспірантка. Кавказський міжнародний університет. **Особенности мотивации и лидерства в разных культурах.** Досліджено вплив різних культур на ефективність мотивації та лідерства. В умовах глобалізації особливу увагу приділено вивченню питань лідерства й мотивації в кроскультурному контексті. На основі досліджень науковців розглянуто моделі лідерства в різних країнах і виявлено особливості грузинської культури в питаннях управління бізнесом.

**Ключові слова:** культура, культурні відмінності, мотивація, міжкультурні відносини, лідерство, управління бізнесом.