A Study on Culture and Cognition Process that Influence the Leadership Behaviour

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Competitive era of the globalization demands the effective leadership behavior to manage the cross cultural issues and challenges face by the international corporation. As the passage of time various studies acknowledge the importance of cultural variation and leadership effectiveness. The researchers worked on the attributes and skills of leader but they did not pay attention on the development of attitude and skills. These are developed from different cognition process. Leadership behavior influences by cognition process how attitude is developed and behavior is manifests in the society are relates from. The paper focuses on the role of culture, cognition process and leadership behavior and how culture and cognition influence the behavior of the leader how they linked each other.

Keywords: Culture, Cognition process, Cross Cultural, Psychological, Leadership Behaviour

1. Introduction

From the last two decades tremendous of researches have been done on the Cross Culture issues. Ample of empirical and conceptual studies are the evidence from the informational treasure. This is more interesting emerging issue in the contemporary globalized era where business activities are expending without the consideration of national geographical areas. Researchers are taking interest in Cross Cultural issues dues to more interaction of different cultured people at the work place. Different countries enjoy the benefit of different resources like natural resources, financial resources, manpower, technical recourses and employment skills. For taking the advantages of various recourses by import, export and assembling, manufacturing and purchasing, selling at higher level across the country boundaries. This exposer gives the opportunity to interact the people from various countries. People from different countries are come from different nationality, religion, race, gander, language, ethical, social and cultural background. Different cultural have some conscious and unconscious values and norms which build with the growth of the person which later covert into behavior. That specific behavior is accepted by a particular culture and rejected by other so to manage and control this variation at one place become a challenging job for the manger, so manager must have the effective leadership skills and attributes. An efficient leadership behavior and practices are requires to understand the different culture and values of followers to direct and control them with common goal. There is none of the leadership which is suitable to the various culture or we can say any universal leadership. A leadership practice that efficiently works on the cross cultural level we called it Cross cultural leadership. A number of studies have been done on the Cross Cultural Leadership. Charismatic leadership has the potential to work at global level with moderate changes regarding with the culture.

2. Literature Review

Cross Cultural Leadership researches acknowledge the importance of the cultural variation and the leadership effectiveness. A brief account of history from cross-cultural studies is discussed here.

Global Leadership and Organizational Behavior Effectiveness (GLOBE) (R. House, 2002) research plays a role of landmark in this cross cultural field. This research examines the relationship between cultures, leadership and manages patterns on the 62 countries around the world. As a result, it found that 22 attributes of the leader are universally accepted by the various cultures but various other attributes are accepted by some culture but rejected by other, this proved that the leadership attributes are desirably and undesirably influenced by cultural values. If we talk about the leadership dimensions, GLOBE worked on the six leadership styles, where study conclude that two of these leadership styles (charismatic/value-based leadership and team-oriented leadership) were strongly endorsed in all regional country clusters but some leadership styles are favourable to the specific cluster of countries but other are unfavorable to the another cluster of countries. Thus, the GLOBE study provides some evidence that acceptable leader behaviours are culturally contingent.

Amany I. Shahin and Peter L. Wright (Leadership in Context of Culture: An Egyptian Perspective, 2004) The study examined the effective leadership with reflection of fundamental aspect of Egypt. Most of the leadership theories are western origin and not appropriated to the worldwide due to cultural differences. The study was based on the eight factors of leadership behavior which illustrated that transformational leadership style has universal potential but it also required the some adjustment as change in the culture western to non-western. On the bases of geographical, economical, political and history analysis, Authoritarian leadership style is more consistent with the Egyptian culture.

Li- Hua Huang , Kevin Kuan and Jenten Lics (A Cross- Cultural empirical analysis between US & Taiwan perceived Leadership Style and Organization Commitment at Certified Public Accountant (CPA) firms, 2011) In this study authors investigated the effects of different leadership style on organization commitment in the both US and Taiwan along with CPA firms with the effect of different culture. The analysis of study concluded that Supportive Leadership style was more

proffered in America supported to loyalty culture and Supportive and Participative Leadership style were more suited to Taiwan culture that focus on the dedication and policy recognition culture. The study effectively recognized that boost the organizational commitment and Leadership style with respect to different countries and culture.

Leadership practices are the basically the reaction or the decision of the leader for a particular situation, and we can say that decision is the particular behavior of the leader. The behavior of the individual is also influence the by the cognitive process. Many researchers in the field of psychology focused on this direction how the leadership behavior and practices is the outcome that influenced by the cognitive process.

Ahmed Sakr (A framework of a Cognitive-behavior theory of leader influence and effectiveness, 1982) states in his study that behavior of leaders and subordinates are influences by the experiences, cognitive and the environmental factors. The study is a theoretical framework that analyses the factors and cognitive process which influence the leadership effectiveness in the work place. Various moderator variables are determined that influence the boundaries of leadership.

Fred E. Fiedler (Cognitive Resources and Leadership Performance, 1995) explored the Cognitive Resource theory. The theory focuses on the influence of the leader's intelligence and experience on his/ her reaction to stress. Along with this, he also clarified the role of cognitive recourses in the leadership process and highlighted the implications for more effective leadership performance.

W. Max Kirk (Cognitive processes in leadership in relationship to the effectiveness of construction project managers, 2000) the main aim of the study to perceived the leadership characteristics and correlate the finding with the existing literature in various areas of leadership, psychology and cognition. The author chose the construction industry of the United States with the large scope of their project requires strong leadership and management skills. The evidence of the study represented the cognition process related to the characteristics of the leadership in individual.

Paul Hanges. Robert Lord, Marcus Dickson (An Information-processing Perspective on Leadership and Culture: A Case for Connectionist Architecture, 2000) the study correlated the relationship of information processing model with culture and leadership. The model showed the enough flexibility for cognitively efficient process with conscious and subconscious level of awareness and also sensitivity of leadership schemas with cultural meaning systems to contextual information. The paper explored the critical nature of the self-concept for understanding by which culture and leadership interact to affect follower reactions and behavior. In their earlier study in this area, they proposed that a connectionist network is useful for understanding how culture and leadership affect follower reactions and behavior. In both the studies they used the conceptualization of schema.

Michael J. McCormick (Self-Efficacy and Leadership Effectiveness: Applying Social Cognitive Theory to Leadership, 2001) the purpose of the research to determine the relationship between leader's self- confidence and successful leadership. The author used the Bondura's (1986) social cognition theory that points the leader self-efficacy as a key cognition determinate process leadership practices. Author used full cognition model where leader's behavior and situation resulted to the leadership decision and practices.

R. M Steers, C. J Sanchez- Runde and L Nardon (Culture, Cognition and Managerial Leadership, 2012) The study examined the role of Culture and Cognitive process in Leadership behavior and how works to such differences exist across regions in the Country like China. The author correlated the Cognition process and leadership behavior. This highlighted the cognation process impact on the behavior of leaders and subordinates where intentions are immediate result of the action of leader. The study concluded that cognition of leaders is an interactive relationship between actions and thoughts culturally influenced the process guide the behavior which in turn, reinforce or challenges the leader's thoughts and belief.

As the above mention researches are the precious wealth in the field of management at international level with the evidence, that leadership behavior is influenced by the socio- culture values. The behavior of the leadership is plays a vital role to attainment of organizational goal and smooth running at international level.

The paper is divided in to two phases. First phase of the paper discussed a brief introduction of the concept of Culture, Cognition and Leadership and the other phase is explore the relation among them with the help of figure.

3. Cognition Process

Cognition is the psychological process by which an individual acquire, transform and utilize information about a specific situation, idea and object to attainment of the goal. Cognition is the mental representation of the world like image, word, concept or any kind of object. The action of the individual is the result of this particular mental process. It's a metal representation where an individual think how he/she view himself/herself we can called it- self representation and how he/ she view to other like object, idea or people by using his/her plan, experience allow to mind to manipulate with demand of the situation and obtain the result (represented in an action).

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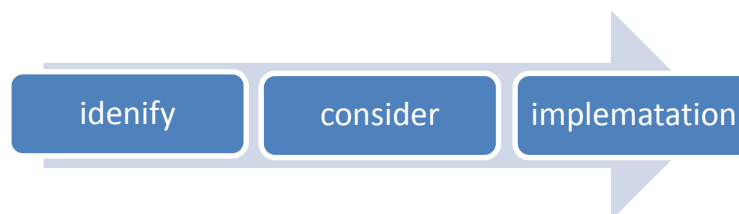
Cognition Process

It's a very short term process where mind manipulated each and every aspect of the information stored in the memory or available at the time. The information stored in the memory is the past experience or any evident happen in the childhood of an individual which covert to the particular outcome. The outcome is the result influence processed information with past

beliefs, assumptions and internal factors. That beliefs and assumptions build under the structure of schema. Schema is knowledge structures that represent objects provide default assumption about their characteristics relation and entailment under condition of incomplete information (Di Maggio, 1997). The Schema theory is the specific knowledge is organized and stored in the memory so that it can be accessed and used when it is need. The process of attending the object, idea or concept and consider information from the memory with schema that leads to the outcome with the action. An individual mind is the complex and unique machine so different mind has the different process with the various determinants factors therefore an individual cognition process is differ from the other.

There are some principles to understand Cognition process of an individual mind like Perception, socio-cultural factors. First principle is perception – how an individual perceive the world what are expectation of the individual. In cognition process that interpret from the sense produce some meaningful information in the term of context, frequency and relevancy that influence the how an individual perceive the situation. Second principle is experimental method which is used scientifically. In this method the mind of the individual is studied scientifically by using a number of scientific research methods. By using these methods psychologist build the developing theories and used on individual. These experimental methods are not result accurately in the day to day life and result are not up to the standard sometimes but these methods are used in the lab studies and daily routine life by the psychologist. The third principle of cognition process is socio- cultural factors that influence the sense of attending and information processing in the mind of an individual about the object.

Frederic Bartlett a known psychologist work on this principle- how an individual process the information by cultural schema, how cultural schema influence the remembering. People have a specific and troubled story from the other culture which covert into remembered story. This story reconstructed to fit the norms in the mind of each and every individual. An individual used these norms in the way that make sense to one. The cognition process influences the memory setup and outcome by socio-cultural factors like religion, education, cultural tradition

4. Culture

Culture has not any specific definition. There are number of definition are given by different anthropologists, psychologists and sociologists in their different contexts. A culture may be refers to the common value and beliefs shared by a group of individuals. Culture, for example, was defined as "shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectivities and are transmitted across age generations" (House et al., in press). The common values, beliefs and assumptions are uses by people generation to generation it become the culture of the particular locality. Every culture is based on any specific story or any rituals happened with their ancestors. An individual learn their culture from their parents, grandparents, teachers and ideals. How they work, how they perform and how they react in particular circumstances. This activities are replicated by children and these activities are passed from generation to generation so this beliefs covert into cultures. Different culture has different cultural values. It influence by the educational level, sex, religion and geographical background. There are some factors determine by the authors which influence the culture directly and indirectly.

Geert Hofstede (1980) is the popular researcher in the management field. He worked on the culture damnations and determines the cultural factors with measuring parameters.

1. **Power Distance**
2. **Uncertainty Avoidance**
3. **Individualism / Collectivism**
4. **Masculinity / Femininity**
5. **Time Orientation**

1. **Power Distance**- It is the degree in which a particular culture accepts or does not accept the uneven distribution of power or authority. In high power distance cultures, people expect leaders to have more authority and they are more likely to follow with rules in the comparison of low power distance.
2. **Uncertainty Avoidance:** This dimension measures the extent to which group people and organizations feel either comfortable or uncomfortable in unstructured situations. In cultures with high avoidance of uncertainty there is more fear of the unfamiliar and unknown, and people desire more comfortable and familiar situation than low avoidance of uncertainty.
3. **Individualism / Collectivism:** This dimension determines the degree in which individuals act and identity themselves in relation to collectivities. In some cultures individualism is viewed as important values, while others prefer collectivism.
4. **Masculinity / Femininity:** This dimension refers to the distribution of emotional roles between the genders. Females representing the figure of "soft" but whereas Men represent the "tough" in behavior and physics.
5. **Time Orientation:** This dimension includes such values as thrift, persistence, having a sense of shame, and ordering relationships. Long-term orientation defines with encourages thrift, determination toward results than short term time duration.

5. Leadership

Leadership is not any specific meaning in the dictionary. Leadership may be refers to an art of influencing group of people to obtain the common goal. Leadership is a kind of motivation force to attainment of the specific goal. A motivation force or the

influencing power of an individual by which he/she direct and control to group of people. This motivation force may be negative or positive. As per the definition, ample of studies have been done on this issue. And different researcher gave different definition according to their research.

Michael King "Leadership is the ability engage, inspire, and motivate others towards accomplishing shared visions and goals."

Robert Taylor states "Leadership is the ability to get a group of persons to achieve what they cannot do individually."

Now question is raise who is the Leader? A leader may be the expert, parent or the senior person among the group. Who has the specific qualities and skill that help other people to follow him/her. There are two kinds of Leaders. One of leaders, where an individual stand above from the crowd and who direct and control the group people toward specific goal with common interest. He/she work toward the common interest of the group people. This kind of leader is an individual one of the group people. He/she must having the specific skills or having the experience regarding the group goal. Another kind of the leader is an individual who having specific power like financial power or physical power. He/ she is not the part of the group. He/she direct or control the group people with thread. The leader enjoys the power by commanding the others.

Leadership is an important factor for making an organization successful. Success and failure of the organization depend on the effectively working of leadership. It is the art or process of influencing people to perform assigned tasks willingly, competently and efficiently. A organization can only run smoothly with the effective leadership. Leadership skills of the manager's convert the potential of the employees into reality. A good Leadership is the wealth of the organization it can be felt throughout years. With good leadership, organizational culture and environment become pleasant which is not forced but developed. Communication process goes effective, smoother and open. Every employee understands the vision and goals of the organization, and each input into how they can be improved. Employees themselves feel that they are an important part of the organization and they give their best for the success of the organization.

There are thousands of researches have been done on the leadership with throughout the time. Earlier the practices are determined on the skills and attitude of the leader in the later stage the behavior of the leader get into the consideration for success and failure of leadership styles, in the next era the situation and circumstances are determined how a leader react in the favorable or unfavorable situation. Later on the path of the leadership determinants goes on toward the roles of followers and leadership. How followers and leaders act in the group task, how a leader motivate followers to attainment of the goal and how a leader interacts with them while performing.

1. **Trait Theory**
2. **Behaviour Theory**
3. **Situational Leadership Theory**
4. **Leader Follower Theory**

6. Link between Cognition, Culture and Leadership

For smooth running of an organization a manager has to take the various decisions. For a good management and leadership decision a manger need to understand what lies behind the action. To collect all the information behind any problem or situation a manager must understand the similarities and dissimilarities among the people. This knowledge of understanding is how manger perceives a situation and how he reacts for particular situation. The reaction of the manager replicates the behavior of the manager. So we can say that behavior of the manger is biased, it influence by the cultural values and personal attitude. The knowledge of the manager, about the world is not just pure knowledge of some situation or problem from inside but rather knowledge of something outside the world. It is both objective and subjective and it may be certainly relative to each other. This objective and subjective approaches interplay having a vital role to link culturally learn behavior that leads to the viewing and evaluating the situation. Culture and cognition affect each other directly by the time and contact with other people, and both ultimately affect employees and manger's attitudes and behaviours (Peterson and Wood 2008).
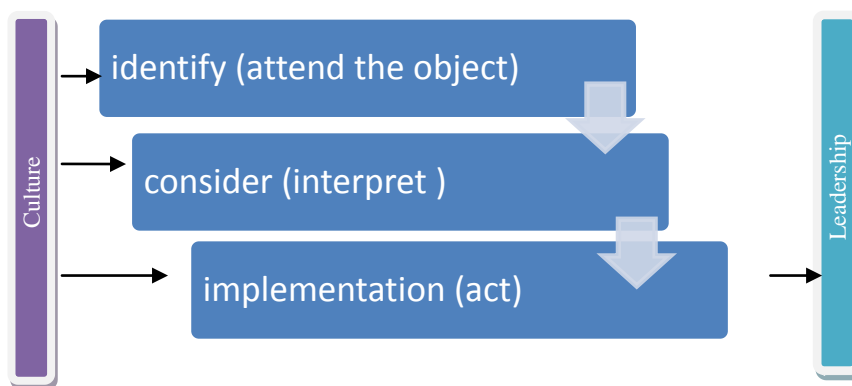
Culture, Cognition and Leadership

The leadership behavior is influence by the culture and cognition process. As Cognition process goes from the three phases. The culture influence cognition process in each and every phase.

In the first phase of cognition where individual identify the object. In an organization how manager or leader identify or view the problem from the world. In this phase leader select the problem what to see or what not to see. This helps the leader to choose the specific problem from the various visible issues. In this phase culture influence the attending the problem like what kind of issue should be selected like gender variation or leader give the importance to the individualization performance over collectivism achievement, financial level over team building success.

In the second phase of cognition where individual consider the object. In the context of an organization leader consider or classify the problem with metal procedure by using information stored in the mind or with the influence of the culture learnt from childhood. The cultural values in which a leader grow up impact on the classifying the problem like how power distribution in the culture, how leader accept or reject the unfavorable situation and how leader consider the gender diversity. This phase used the schema (structured knowledge with default assumption given by the society, which stored in the memory) with the information available from outside the world. In this stage mind processes the information by comparing or relating with others and gives the importance to the specific issue and avoid another one or what is favouble or what is unfavorable.

In the last or third phase of the cognition where individual implement the information by converting into action. In the case of organization working the leader takes the decision how to react on that particular situation. At last whole metal procedure, with the influence of external or internal information memory, convert in to behaviour. The last stage, how the leader behave for certain situation by taking the action or decision. This phase as well influence by the culture like how leader takes the risk to face the challenges or to avoid the challenges by choosing the safe side. The behavior of the leader come from the traits and attributes of the leader which influence by the culture that people learnt from their childhood by their parents, teacher and ideals.

So we can say that culture and cognition can be seen or perhaps best understood in what terms of an interactive relationship between thought and action. By this interaction game culturally influenced thought processes guide the behaviours of an individual, which, in turn, reinforce or challenge our thoughts and beliefs

7. Conclusion

This study extends previous cross- cultural analysis and cognitive analysis by presenting that how culture and cognition influence the behavior of the leader. This study shows that the cognition and culture goes parallel to the each other which jointly influence the though and reinforce the decision making behavior. This study would be benefits to the leader to understand the own behavior and behavior of other for best decision making which is suitable for attainment of organization goal and as well as to the follower.

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