

Original Article

A Relative Assessment on styles of leadership of Indian and Western Companies

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Manuscript ID:

JRD -2025-171238

ISSN: 2230-9578

Volume 17

Issue 12

Pp.192-197

December 2025

Submitted: 19 Nov. 2025

Revised: 29 Nov. 2025

Accepted: 13 Dec. 2025

Published: 31 Dec. 2025

Abstract

The goal of this study is to conduct a thorough comparative investigation of management practices that are prevalent in Western and Indian communities. Over time, management has a significant impact on standard performance, employee behaviour, and organisational culture. Understanding the nuances of management styles becomes crucial for successful cross-cultural cooperation and effective management given the cultural and environmental variations between India and the West. To provide a comprehensive knowledge of leadership traits, the study employed a blended-methods strategy that combined qualitative and quantitative research methodologies. Leaders from both Indian and Western companies should be interviewed in-depth to gather qualitative data about their views on excellent leadership, values, and self-evaluations. Additionally, by assessing employees' perspectives on management techniques and how they impact organisational outcomes, questionnaires distributed to employees across a range of industries can be used to collect quantitative data. By taking into account factors including conversational patterns, decision-making processes, motivating approaches, and adaptation to change, the study seeks to discover parallels and contrasts in methods of leadership between the two domains. We'll also look at how cultural factors like strength distance, uncertainty avoidance, and collectivism versus individuality affect management techniques. It is anticipated that the study's conclusions will offer useful information to businesses that operate in multicultural settings, enabling better leadership tactics that consider the unique cultural dynamics of each area. Additionally, by encouraging efficient communication and cooperation between Indian and Western professionals, the findings may enhance cross-cultural management education programmes. By shedding light on the various forms of leadership present in both Indian and Western organisations, this study aims to add to the global body of knowledge regarding leadership practices and provide helpful suggestions for organisations trying to handle the challenging conditions of cross-cultural management. The ultimate objective of the study is to enhance leadership efficacy in an international corporate environment, encouraging productive cross-cultural cooperation and increasing organisational performance.

Keywords: Organisational Lifestyle, Global Business Environment, Move-Cultural Management, Management Styles, And Comparative Evaluation

Introduction

Leadership, which influences an employer's performance, tradition, and direction, is a crucial element of organisational success. Understanding how management techniques vary across distinct cultural contexts is crucial since modern, globalised corporate environments are diverse and dynamic. By contrasting the leadership philosophies of Western and Indian companies, this study emphasises the significance of cultural subtleties in creating successful management strategies. The idea of leadership is influenced by social norms, cultural values, and historical circumstances rather than being universally applicable in both India and the West. Comparing Western and Japanese ideals, communication styles, and selection processes creates a stimulating study environment. By examining the parallels, discrepancies, and effects of cultural elements on management behaviour, this study aims to address the complexity of management styles. Businesses are operating in more diverse surroundings as globalisation continues to dissolve national borders. To foster cooperation, inspire workers, and advance organisational success, leaders must negotiate such varied environments.

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How to cite this article:

Prabhavathy V. S. (2025). A Relative Assessment on styles of leadership of Indian and Western Companies. *Journal of Research and Development*, 17(12), 192–197.
<https://doi.org/10.5281/zenodo.18194291>



Quick Response Code:



Website:

<https://jrdvrb.org/>

DOI:

[10.5281/zenodo.18194291](https://doi.org/10.5281/zenodo.18194291)



This study aims to provide useful information to businesses seeking to improve leadership effectiveness across cultural variations by analysing the unique characteristics of leadership in both Indian and Western contexts. The study's methodology, which blends qualitative and quantitative approaches, involves leaders and employees from a range of businesses. To provide a complete picture of leadership dynamics, leaders' and employees' viewpoints, assessments, and opportunities are acquired through in-depth interviews and questionnaires. Additionally, the study will examine how cultural factors like collectivism, electricity distance, and uncertainty avoidance affect managerial techniques. The consequences of the study go beyond academic debate and provide helpful recommendations for businesses that work in ethnic environments. By analysing the subtle distinctions between management styles in Indian and Western firms, this study seeks to assist the development of successful cross-cultural management techniques. The ultimate goals are to improve overall corporate performance, promote intercultural competency, and enable efficient management techniques in a globalised environment.

Assessment of literature

The many facets and cultural variables that mould leadership behaviours in many corporate contexts have been extensively studied. This study highlights the importance of cultural factors in information management strategies and provides a summary of important results regarding management styles in both Indian and Western businesses. Western Businesses' Management Styles: Four categories—transformational, transactional, laissez-faire, and charismatic management—have frequently been used to categorise leadership styles in Western literature. *Transformational* management has been acknowledged as a successful strategy linked to organisational innovation and employee engagement. It is distinguished by the use of creative and forward-thinking concepts along with intellectual stimulation. (Riggio & Bass, 2006). On the other hand, *transactional* leadership encourages connections between leaders and followers in addition to performance-based incentives and penalties.

Western Management and Social Aspects: Understanding how culture influences leadership has been made feasible by Hofstede's concept of cultural dimensions. Managerial styles have been examined in relation to the aspects of individuality, electricity distance, uncertainty avoidance, and masculinity/femininity. For instance, cultures with a high power distance may also exhibit the possibility for more autocratic patterns, whereas individualistic societies typically promote transformative leadership (Hofstede, 1980).

Leadership in Indian groups: Cultural factors such as spirituality, collectivism, and significant power distance have influenced a variety of management techniques in the Indian environment. In keeping with the cultural emphasis on hierarchy and human relationships, Indian businesses frequently display paternalistic management, which is defined by a caring and protecting approach. Mittal (2008). Furthermore, the concept of "servant leadership" highlights leaders' commitment to their followers' well-being, which is in line with traditional Indian values (Sendjaya et al., 2016).

Indian cultural and management aspects: The richness and diversity of the country's cultures offer both difficult situations and opportunities for strong leadership. Relationship-oriented leadership styles and participative selection procedures are common outcomes of collectivism (Dorfman & Howell, 1988). In the framework of management ideals, the integration of Indian philosophical ideas with the notion of dharma (ethical obligation) has also been examined. (Basu & Srivastava, 2018).

Research on multicultural leadership: Several studies on cross-cultural management have shown that leaders must modify their behaviour in multicultural environments. One such example is the GLOBE (Global Leadership and Organisational Conduct Effectiveness) study, which examines traditional and culturally particular leader practices in a variety of cultures, including Western countries and India (residence et al., 2004). In conclusion, the literature emphasises the importance of taking cultural factors into account when researching management styles. This study compares leadership in Indian and Western organisations in an effort to add to the body of knowledge by providing insights that may demonstrate effective cross-cultural leadership techniques.

Goals

- To research the management practices of Western and Indian businesses
- To recognise the many approaches and styles of leadership

Research Method

The nature of this study is educational. A range of websites, newspapers, journals, and other media provided the necessary secondary data.

Framework of Theory

The study "executive management patterns in Indian and Western groups: A Systematic analysis" uses go-cultural leadership styles, foundations for cultural elements, and important leadership principles as its theoretical framework to guide the examination of leadership styles in both situations.

Transformational leadership theory: According to Bass and Riggio (2006), transformational management provides a fundamental framework for know-how management strategies. This concept highlights the ways in which leaders can

stimulate innovation, motivate and inspire subordinates, and advance a common goal. The application of transformational management in an Indian setting could be investigated, as it is very beneficial in Western organisational frameworks. By emphasising the impact of contingent rewards and punishments on employee behaviour, transactional management theory expands upon the examples provided by Bass (1985). This idea offers a different viewpoint on transformative leadership and can be taken into account while analysing management strategies in both Indian and Western companies.

Hofstede's Concept of Cultural Dimensions: Hofstede's framework (1980) identified a number of cultural traits, such as power distance, individuality against collectivism, avoidance of ambiguity, and masculinity versus femininity. This concept offers a prism through which to see how cultural differences affect management decisions and practices in both Western and Indian cultural contexts.

Paternalistic management: According to Mittal (2008), the theoretical foundations of paternalistic management in the Indian setting heavily emphasise leaders adopting a protective and thoughtful posture. Researching this concept enhances our understanding of management strategies unique to Indian organisations and is consistent with Indian cultural norms.

According to Sendjaya et al. (2016), The concept of **Servant management** highlights a leader's dedication to meeting the needs of their followers. This perspective will be considered when evaluating leadership styles in Indian organisations since it aligns with certain traditional Indian ideals.

The Global Management and Organisational Conduct Effectiveness (GLOBE) study provides a thorough framework that identifies all significant behaviours that are both widely common across many cultures and culturally distinctive. By directing the examination of management styles in a cross-cultural context, this method enables a thorough understanding of leadership methods in both India and the West. The study aims to illustrate the complexity of management strategies in both Indian and Western organisations by integrating a variety of theoretical viewpoints.

Present Methods

Comprehensive Interviews: Interviewing leaders of Indian and Western organisations in-depth is one of the primary qualitative methodologies. During the interviews, the leaders' personal reports, values, and viewpoints on effective leadership would be disclosed. To find culturally specific leadership behaviours, decision-making techniques, and team-motivation strategies, open-ended questions might be created.

Pass-Cultural questionnaires: Delivering cross-cultural questionnaires to current workers in many businesses in both India and Western nations could yield quantitative data. Established indicators for employee satisfaction, organisational tradition perceptions, and leadership styles will be included in the revised survey instrument. This approach aims to measure and assess the relative advantages of different management approaches as well as their purported influence on organisational results.

Cultural intelligence evaluation: A contemporary cultural intelligence evaluation can be used to determine a leader's level of cultural intelligence. By demonstrating their capacity to negotiate and adapt to modern, varied cultural circumstances, this strategy will highlight the efficacy of modern leaders in cross-cultural management.

Content analysis of Organisational Artefacts: Additional insights can be obtained by using content evaluation techniques to look at corporate communications, management messaging, current assignment statements, and organisational artefacts. By updating the values and priorities that groups have declared, this approach can aid in the current triangulation of data from surveys and interviews.

Observational studies: In suitable organisational environments, current managerial behaviours can be seen in real time. In addition to providing vital context-updated complement survey and interview records, this technique will provide a first-hand perspective on how leaders engage with their people, make decisions, and handle challenging situations.

An assessment of the social community: The communication styles within businesses will be mapped and analysed using the most modern social community analysis. This method can give a comprehensive understanding of leadership approaches by taking into account informal management structures, verbal interaction patterns, and the impact of leaders on team dynamics.

Longitudinal assessment: To identify any evolving characteristics or changes in management strategies, a longitudinal examination of management patterns over time could be conducted. This method can aid in understanding how managerial attitudes in both Indian and Western groups are impacted by external factors, organisational changes, or international activities.

The study aims to provide a comprehensive understanding of leadership styles in both Indian and Western countries by utilising these state-of-the-art research approaches. A more comprehensive understanding of the cultural elements impacting leadership practices in a globalised company environment will be possible thanks to the combination of qualitative depth and quantitative breadth.

Relevance

Because it can offer helpful information on organisational procedures, cross-cultural management, and current academic research, the topic "management patterns in Indian and Western agencies: A Comparative analysis" is significant. The test is crucial for a number of reasons:

Global business environment: Organisations are expanding internationally and operating in a variety of cultural contexts in the age of more globalisation. Effective cross-cultural management requires an understanding of the differences between Indian and Western leadership styles. The results of the investigation can help global CEOs stay current with their management philosophies and effectively traverse a variety of work contexts.

Building cross-cultural management skills: As businesses grow in size, leaders need to be cross-culturally competent to manage teams with diverse cultural backgrounds. In multicultural settings, This study can identify specific managerial behaviours and practices that promote productivity, teamwork, and communication. The knowledge gained can enhance educational curriculum and cross-cultural managerial skills.

Employee satisfaction and the organization's overall performance are directly impacted by management practices.

The concept of pleasurable activities can be updated by taking into account the cultural subtleties that affect leadership in both Indian and Western societies. Putting culturally sensitive leadership techniques into practice may improve employee engagement, satisfaction, and overall organisational performance.

Making smart choices: Organisations frequently have to make decisions that need a deep comprehension of cultural dynamics. The study can offer recommendations on how CEOs in Western and Indian organisations approach decision-making, welcome new opportunities, and promote innovation by assessing leadership styles. Agencies making strategic decisions in a variety of markets can benefit from this information.

Educational Contribution: By providing a thorough and current research of management styles in notable cultural contexts, the study updates the literature on management education.

This research can add to the body of knowledge in leadership studies by updating complex theoretical frameworks for cross-cultural management.

Interpersonal Effectiveness and Cultural Intelligence: Our understanding of cultural intelligence—the ability to appropriately adapt to a variety of cultural circumstances—is advanced by the study of management styles in many cultural contexts. Stronger relationships with their teams, stakeholders, and datemers can be forged by culturally sensitive executives, fostering interpersonal efficacy in international commercial transactions.

Reasonable Group Repercussions: For big, modern businesses searching for innovative, effective management techniques in multicultural settings, this makes sense. The study's conclusions can direct efforts for talent development, management education, and human resource management, providing businesses with global operations with pertinent information.

Its ability to help businesses, researchers, and executives navigate the challenges of management in a globalised world is ultimately what makes it so important. The study improves the productivity and satisfaction of companies functioning in a range of cultural contexts by addressing a significant knowledge gap regarding how cultural differences affect management practices.

Challenges and Drawbacks

Even though the study "management patterns in Indian and Western companies: A Comparative analysis" made major contributions, it is important to stay up to date and address some challenges and shortcomings that could have an impact on the study's conclusions:

Cultural Generalisation: One of the most challenging situations is the possibility of oversimplification and cultural generalisation. Despite the fact that the study compares management styles in Indian and Western businesses, each of these locations has distinct subcultures, industries, and organisational systems. Additionally, when extrapolating results to a whole cultural or national context, significant nuances may be missed. Inherent cultural biases can also be induced through the use of assessment instruments and questionnaires. Devices created in a specific cultural context might not fully represent the complexities and goals of any other culture. Bias remains a potential even with efforts to update culturally established equipment.

Contextual Dynamics: Certain organisational and environmental elements have a significant impact on management styles. The present complexity of such dynamics, such as institutional length, particular industry norms, or recent advances that influence leadership behaviours, may not be sufficiently depicted in the study.

Communication and language barriers: It can be difficult to conduct surveys and interviews in several languages and correctly interpret the results. The accuracy and trustworthiness of the data may be impacted by translation problems. Hiring competent translators and ensuring linguistic equivalency are two contemporary tactics that lessen these difficulties.

Go-Cultural Responsiveness: It is essential to make sure that records are collected and analysed with cross-cultural sensitivity. Biases in the assessment could be updated if cultural cues or norms are misinterpreted. To actively address these difficulties, the study team will employ modern reflexivity and cultural competence education.

The notion of management Discrepancies: The analysis is predicated on the opinions and self-reporting of leaders and staff, which may not always correspond to real behaviours. Social desirability bias may have an impact on comments, leading current contributors to make remarks they think are socially important.

Dynamic management techniques that incorporate updated engagement throughout time are what define dynamic leadership. Longitudinal data may be scarce, and the examination captures an image. The analysis might not take into consideration modifications made to leadership styles or organisational structures after the data collection period. The agencies, executives, and employees who are selected may potentially create sampling bias. Results that are limited to particular industries or sectors may not be as generalizable.

Limitations

It may still exist even if efforts are made to ensure numerous examples.

Perception of Cultural Dimensions: Although they offer useful information, structures for cultural dimensions, such as Hofstede's, have been criticised for emphasising cultures and undervaluing their potential. The study will take these objections into consideration and evaluate cultural characteristics with caution.

External updates: The study's findings may potentially be impacted by external updates like changes in the economy or geopolitical developments. These updates affect the environment in which management patterns are found, even though the researcher has no control over them.

Despite these drawbacks, the study will use traditional research techniques, identify any biases, and make its results publicly available. This will provide a thorough analysis while also drawing attention to the limitations of cross-cultural research.

Conclusion

In summary, the study "management patterns in Indian and Western businesses: A Comparative evaluation" seeks to shed light on the subtle cultural differences that affect organisational dynamics while offering useful information on the state of management practices today. Although cross-cultural research has the potential to enhance our comprehension of leadership styles in a globalised society, it is imperative to remain up to date with its complexities and difficulties. Closing the gap between theoretical frameworks and practical applications is the aim of the comparative study of management methods in Western and Indian businesses. Through the use of frameworks for cultural factors, existing leadership theories, and modern research methodology, the goal of the study is to give an in-depth awareness of how leaders adjust and influence their companies in various cultural contexts. The most successful instructional discourse, cross-cultural control strategies, and organisational practices can all be updated by this research. The findings may help CEOs navigate the difficulties of intercultural environments, promote effective communication, and create adaptable management techniques as agencies operate on a more global scale. However, there are several difficulties with the study.

The data must be analysed cautiously due to the potential for cultural generalisation, judgement biases, and the dynamic nature of leadership styles. Furthermore, the variety of contextual elements that affect management actions may not have been adequately considered in the study. To overcome these obstacles, the research team will adhere to moral standards, follow stringent procedures, and practice contemporary reflexivity. The current study aims to contribute to the ongoing conversation on cross-cultural management by providing practical insights that are consistent with the complexity of real organisational circumstances while acknowledging the dynamic and diverse nature of both Indian and Western cultures. Ultimately, upgrading the comparative assessment of leadership styles is a step towards strengthening management research, increasing cultural intelligence, and enhancing. This study aims to become a helpful tool for students, practitioners, and companies navigating the always shifting terrain of global management by recognising the complexity and embracing the possibilities of current research.

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Journal of Research and Development

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ISSN : 2230-9578 | Website: <https://jrdrv.org> Volume-17, Issue-12| December 2025

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