

Cross-Cultural Leadership of Turkish and UK Construction Executives in the Middle East

by

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ABSTRACT

This study investigated the role of culture on cross-cultural leadership of Turkish and UK construction executives in projects in the Middle East based upon quantitative analysis of empirical data. Primarily, a survey which consists of MLQ-6S, INDCOL and Adjustment questionnaires is developed and conducted through online surveying websites. The analysis of the responses revealed that while both Turkish and British leaders are adopting both transformational and transactional leadership styles in their cross-cultural management practices; cultural differences affect the frequencies of utilizations of transformational and transactional leadership dimensions. Also according to the Adjustment questionnaire, it is seen that while the Turkish leaders are adjusting easier to the context of construction projects in Arab countries, British leaders are culturally more sensitive than Turkish leaders. Another finding of the research showed that there are no relationships with the self-construal and selection of leadership styles. The study concluded that both adjustment and cross-cultural leadership of Turkish and British leaders are affected by their cultural backgrounds. Furthermore it is recommended that in the future projects; leaders should analyze the cultural diversity of the project environment and select their leadership styles accordingly. Also due to the high 'laissez-faire' results of the surveys, both Turkish and British leaders are advised to regulate their leadership styles. Finally, due to the potential benefits, collaboration of Turkish and British construction companies in Middle East region is recommended.

Keywords: MLQ-6S; INDCOL; cross-cultural leadership; Turkey; UK; Middle East

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LIST of ABBREVIATIONS

UK: United Kingdom

MCPT: Multicultural Project Team

UAI: Uncertainty Avoidance Index

PDI: Power Distance Index

MAS: Masculinity Index

IND: Individualism Index

GCC: Gulf Cooperation Council

CLT: culturally endorsed implicit leadership theory

MLQ-6S: Multifactor Leadership Questionnaire

INDCOL: Self construal test

Cross-Cultural Leadership of Turkish and UK Construction Executives in the Middle East

CHAPTER 1 - INTRODUCTION

1. Introduction

Globalization trends brought many opportunities to the construction sector as it enabled transfer of technology and economic collaborations from developed countries to the developing ones. The new trends of a ‘borderless world’ let the construction companies to attend to projects across borders and meet new challenges. With this new trends originating from globalization, international construction project concept started to develop where at least one of the contractors, consultants, employers or employees is from a foreign country. Due to the multidimensionality of projects, complexities of practices and risks of construction sector, developing countries opened their doors for foreign investment and international involvement of construction companies to benefit from their vast experiences and professional expertise.

These trends have affected Middle Eastern countries which are rich in oil and lacking in experience and technologies. Before 1950s, the Middle Eastern countries were quite underdeveloped in means of socioeconomic levels. Those countries were lacking industrial economy and their economy was rather dependent on agriculture and fishing. After 1960s and 1970s these countries encountered a rapid growth in economy with the help of massive investments in industrial sectors (Yousef, 2004). With those developments, the economy became more relying on manufacturing, oil production and exportation day by day. As stated in the research of Organization of the Petroleum Exporting Countries (2013) which keeps the 81% of World’s oil reserves in 2013, 66% of this 81% remains at Middle Eastern countries. This lead to an economic expansion and enhanced other large industries such as construction also. According to UK Construction Link’s (no date) report, number of mega projects is also rapidly increasing due to oil production and increments in the GDP. Also due to the geographical location of Middle Eastern countries, being in the centre of the world for aviation routes and increases in the number of hotels due to tourism trends, number of mega projects started to scale up. In the future prospects of AECOM (2013) it is stated that construction

industry will be expanding by drivers such as upcoming large infrastructure project demands of cash-rich governments, investments on future sporting events such as 2022 FIFA World Cup, large energy and water projects and new transportation projects.

At the same time, in their reports both AECOM (2013) and EC Harris (2013) drew attention to the capacity pressures on the labour force in Middle Eastern countries. This shortage of numerous kinds of labour creates an unbalanced composition. Especially this disequilibrium is between the national and non-nationals. In consideration of the data from CIA World Fact Book (44), in 2010, in average more than 80 percent of the labour force in all industries is consisting from expats.

A reason for not preferring locals for construction projects is the widespread view about the indiscipline and nonchalance of local workers. In an article published at The Economist (1997), it is stated that many locals would claim around five times more than the salary of expat workers and would not show the same performance with them. Also since most of the nationals prefer managerial and governmental positions in job selection rather than manual jobs and due to the lack of skilled workers and low populations, in construction sector an estimated 97 percent of the workers and employees are expats in this geography (Ali and Al-Kazemi, 2006). Because of these reasons, most of the workers are coming from foreign countries and from diverse cultures. Especially the number of expats in the private sector is exponentially increasing year by year in the Middle East. As the national and foreigner work forces in GCC is compared there are more than 10,6 million expatriates are working in Saudi Arabia, Kuwait, Bahrain, Oman, Qatar and UAE, which constitutes the 65,3 percent of the total labour force in those countries (Middle East Institute, 2010). Majority of those expats are from countries such as Pakistan, Sri Lanka, India, Egypt, Philippines, Iran, Bangladesh, Sudan and Yemen (Abbas, 2010).

Therefore even though these Middle Eastern countries have enough funding and future plans for huge construction projects; they are very dependent on large amounts of imported labour force of all types, workers and engineers, and skills, unskilled ones and professionals, to execute those projects successfully.

Eventually existence of such potentials regarding to the future prospects of construction projects in Middle East awaken the interest of many countries which have vast experience in construction and took role in shaping their future economy strategies related to entering this new market. Turkey as the 2nd leading international contractor in the world and being situated in geographically advantageous location seized these opportunities and many international Turkish companies took role in construction projects in the Middle Eastern and Arabian Gulf countries starting from the 70s (EIC Federation, no date). Also these potentials have attracted the attention of many UK companies. As large British companies started to identify business drivers and development strategies towards potential works, they also started to involve in those projects as consultants and contractors (UK Construction Link, no date; AECOM, 2013; EC Harris, 2013).

Construction industry is a complex industry all by itself. Multiple teams work in the same environment with individuals from various different professions and collaboration of all these people within a fixed time period toward the same project objectives bear many risks and involve various issues and disputes within the project team as well as in between the collaborating organizations. In case of the international constructions these uncertainties and problems are even more complex than usual. Managers' roles in these contexts are more multidimensional and full of intricacies. Dealing with the many different aspects such as cultural diversity of the team as well as adapting to the host culture's traditions and perceptions.

In consideration of Turkish and UK construction companies' involvement to the projects in Arab countries, there are several aspects that contrast widely which might cause differentiations in cross-cultural approaches of the leaders. While the Turkish leaders have a common cultural and historical background with those Arab nations, UK culture has totally unique and remarkable contrasting traits to the values and traditions of these countries. At the same time, as mentioned before, the labour force of most of these projects are from various different countries across the world.

In management, adopting inadequate approaches for leadership to a multicultural team might cause many conflicts and even cause to the failure of projects in terms of time, cost and quality due to discrepancies. Therefore it is important to select the appropriate

leadership approaches for certain groups and avoid several attitudes. Also in a context where the manager is an expatriate and the team is a multicultural project team; other than the leadership styles and methodologies, the mixed cultural environment and perceptions originating from these cultural aspects are important and should be considered also. The cultural elements of managers might affect their leadership styles, while the new cultural environment that they are involving in might affect their adaptation and adjustment process as well.

Therefore all these divergences in the variables of these projects raise a number of concerns about cross-cultural leadership of Turkish and British leaders such as;

1. What are the differences between Turkish and British leadership methodologies in the context of construction projects in Arab countries?
2. How those leadership methodologies vary according to cultural differences?
3. Which country's leaders are adjusting to working with multicultural project teams more easily?
4. Does the experience affect adjustment of leaders?
5. Do cultural backgrounds affect adjustment of leaders?
6. Do self construals of leaders affect their leadership orientation?

In order to answer these questions several research objectives will be investigated according to a developed methodology. These are explained under the subsequent subtitles.

1.1 Research Aims and Objectives

The focus of this research study will be on comparing cross-cultural leadership approaches of both Turkish and British leaders and identifying the factors affecting the selection of these styles in the context of construction projects in the Middle East. In order to do so, within this wider objective there are several specific research objectives which are broken down as;

- To define culture and its sub-factors in order to critically compare Turkish, British and Arab cultures.

- To show that cultural differences affect selection of leadership styles and methodologies.
- To identify the advantages of each country over the other for managing projects in Arab countries in means of leadership, culture and adjustment
- To identify leadership and management styles which will enable to prepare a substructure for exploration of cross-cultural leadership by giving theoretical background information
- To define cross-cultural leadership methodologies and styles in order to enable a comparison between Turkish and UK leaders
- To explore adjustment and factors affecting adjustment of expat leaders in projects abroad.
- To investigate individual characteristics that affect cross-cultural leadership of leaders.

It is aimed to follow a methodological order to fulfil each of these objectives and relate it with the further analysis. The methodology that will be followed is explained under the next subtopic.

1.2 Research Methodology

Previously it has been discussed that the main objective of this study is focused around the cross-cultural leadership concept of Turkish and UK leaders in the context of construction projects in the Middle East and Arab countries. The research aims to synthesize a number of subtopics and develop an argument instead of presenting everything in a single chapter. To do so, the study is structured as different chapters which express clear definitions of concepts in a systematically and flowing order to express the way how the main argument is built. At the end of the contextualization of concepts and ideas, the arguments will be assayed and findings on these topics will be revealed with the quantitative analysis of the survey which will be conducted on British and Turkish construction executives who had previous experience in construction projects in the Middle East. The reason to select quantitative analysis method on primary data was since the main idea is to compare cross-cultural leadership styles of Turkish and UK expatriate leaders and several other concepts which influence their

leadership; quantitative analysis of the empirical data would be the best way to test developed hypotheses and compare the results for deductions.

1.3 Research Scope and Outline

To make the scope of the research more clear, the sequencing for the contextualization of concepts will start with literature review, which will consist of chapters 2, 3 and 4.

In chapter 2, concept of culture will be defined. Different levels of culture will be explained and comparison of Turkish, British and Arab cultures will be presented. Additionally INDCOL notion will be explored to develop an understanding on these concepts.

In chapter 3, under the main topic of leadership several theoretical academic literatures will be reviewed. By reviewing these previous theories on leadership styles and approaches, cognition of leadership will be created in the minds of the readers which will set up a substructure to provide a basis for further definitions.

In chapter 4, cross-cultural leadership theories will be defined and previously made important researches will be investigated. After presenting necessary theoretical literatures, Multifactor Leadership Questionnaire and Adjustment topics will be demonstrated. As the last part of the literature review, gaps in knowledge will be indicated and a number of hypotheses will developed in accordance with the questions which are stated in this chapter above and in parallel with the new acquired cognitions from literature review.

In chapter 5 the methodology for analysis of the survey will be presented. Each step of the analysis process will defined in detail.

In chapter 6 according to the methodology that is defined in chapter 5, previously developed hypotheses will be tested relying on the responses which are gathered from Turkish and British construction leaders. The relevant information which is presented in the literature review will be reflected in the analysis of related hypotheses.

Finally in chapter 7, conclusion will be made. The process, analysis and findings of the research will be reviewed. Further recommendations for the future research will be given at the end of this chapter.

1.4 Limitations of the Research

The research scope will cover culture, leadership and cross-cultural leadership topics. Since the anthropological definition of culture is too deep, only relevant and necessary concepts will be defined. Topics such as organization culture or regional culture will be out of the scope of this research. Also under the leadership and cross-cultural leadership topics, a limited number of researches will be given due to the limits of the research scope and word limitations of the study.

A main limitation of this dissertation originates from the fact that analysis of the research will be based on the data that will be acquired from a survey. Therefore the generalizability of the findings of the research will be based upon the number of participants to the survey. Since the survey target population is selected as construction leaders who had previous experience in Middle East and since managerial positions take most of the time of these people, some problems might occur in data collection. They may either not give their full attention while answering or reject attending to the survey, which would either way affect the reliability of findings. This will be tried to be avoided by keeping the survey as short as it can be. Also as many participants as possible will be contacted to avoid reliability problems.

On the other hand, since the questionnaire will be conducted during summer period and also Ramadan, this will be another limitation for data collection phase. Strict rules of companies about attending to the survey will limit the data collection even further. In order to avoid this problem, names of the participants will not be asked and therefore kept anonymous. Also there will not be any confidential questions and survey data will not be shared in the future.

Additionally, there are other factors that might threaten the reliability of research findings such as participant errors and participant bias. If participants misunderstand the questions or if they answer the questions with a prejudgement, this might steer the

research results in another way and cause erroneous deductions. These issues will be tried to be avoided by presenting necessary information about the scope and aims of the research to the participant candidates.

Literature Review

CHAPTER 2 – Diversity of Cultures

2.1 Culture

Despite the numerous different researches, books and articles about culture, there is not a single definition that would comprehensively determine what culture is. It is a complex term to define where many anthropologists have different explanations and point of views. As a matter of fact, Apte (1994) defined this problem as “Despite a century of efforts to define culture adequately, there was in the early 1990s no agreement among anthropologists regarding its nature”. While Matsumoto (1996) defines it as “... the set of attitudes, values, beliefs, and behaviours shared by a group of people, but different for each individual, communicated from one generation to the next.” Hofstede (1994) explains the same term as “Culture is the collective programming of the mind which distinguishes the members of one group or category of people from another.” As it can be seen, while the first author defines it as a legacy of traditions and norms and a concept that unites groups of people; the other author defines it as a mind - set that differentiates groups of people from each other. Also Mead (1998) defines culture as a supporting point of view to Matsumoto’s definition as a set of behaviours of a society that come from the same tradition and also adds that these behaviours are transferred to the children. Probably most extensive and encompassing definition is Tso’s (1999) definition where it is asserted as a social structure that sets up rules of communication and attitudes of a society which starts to be formed when there is a regular association. These rules determine the common attitudes, values, customs, point of views and vision of those people and origins of these unwritten rules are linked with the shared language and eventually it structures the mind set of this society. Tso also adds that culture is transferred to the next generations by teaching and it is in many aspects of life such as objects, history, clothing, art and craftwork.

Therefore, all these distinctive point of views and different definitions of culture points out that it is a complex term which consists of many different elements. There is also another dimension of culture, which is defined in the social anthropology as “culture

two”. Culture two defines the layout and the way that people think, feel and behave. It also defines other common things in life such as eating, talking, personal space concept, body hygiene, etc. These are the elements what people call as culture in their lives. Actually perceptions of these elements are mostly by the mental programmes or “constructs” as known in the social science. A construct is used to determine behaviour of people not by an empirical way but rather with observation of individual’s expressions, attitudes and statements (Levitin, 1973). According to Hofstede’s (1981) definition for a construct or a mental programme of a human being; it consists of three levels such as individual, collective and universal level. Individual level implies the differences that come with the genes and personality of that person. The reasons of behavioural differences of two people who are from the same culture, even the twins, are rooted to this level of constructs. Also the universal level implies the urges and reflexes that come with the genes too; the elements of behaviour that are inherent in human nature such as aggression, laughing and crying.

On the other hand, collective level refers to the culture of that person which determines a large proportion of the worldview, point of view and perception of the individual (Fig. 1).

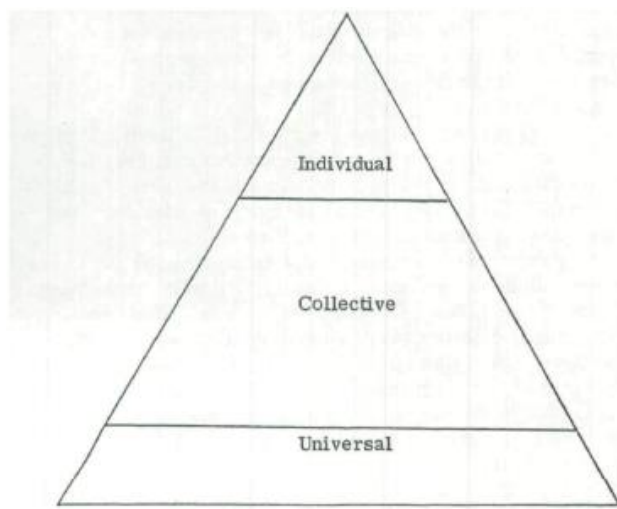


Figure 1. – Three levels of mental programming (Hofstede, 1981)

All these levels contribute to the uniqueness of every person as well as their similarities. Especially first and third level are dependent on genes and intangible personal characteristics but the collective level, the culture, is something that is learned and being

taught. It is not something that individuals come into; it is determined by the social environment (Hofstede, 1981).

So, how cultures demonstrate their diversity and differences? According to Hofstede's (2011) model, there are four levels of main elements that form and differentiate cultures from each other and these elements demonstrate aspects of a culture; symbols, heroes, rituals and values.

Symbols are simply sayings, words, mimics, gestures, images and items that have a specific meaning for a group of people that come from the same background. Styles, fashion, clothing, idioms, slang and language are all symbols in a culture. Some symbols may be vanished in the process of time and new ones may be generated and also they are often imitated by other individuals and cultures. Because of these reasons, it is the shallowest level of cultural manifestation (Hofstede, 2011).

Heroes are individuals who are valued in the society by their actions, characteristics or ideas. These personas might be dead, alive, real or fictional and most of the time they show or exemplify the envied and aimed behaviours and attitudes of that culture in a specific era. Usually the way that people comprehend and appreciate the heroes are an image of people's own ideals and perspective. Also it should be stated that as the time goes by, when cultural patterns and ideals change, heroes might no longer exemplify those behaviours and sidelined; which makes it superficial too (Hofstede, 2011).

Rituals are social performances that are done on a cyclical basis in lives of people from specific cultures. They comprise certain rules and customs and they preserve their speciality by differentiating from usual days and usual times. Most of the times these practices are based upon religions and myths of the society (Schultz and Lavenda, 2009). Rituals have a binding effect over communities and often performed within groups and therefore they are necessities for societies.

The backbone of a culture is values and it is the deepest level of cultural manifestation. Values define the attitudes or behavioural options and dispositions of a society towards specific situations. These values are learned by individuals in their early lives. They give people tendencies towards their judgements such as cleanliness, morality, safety,

beauty, rationality, etc. Therefore values that are being transferred in the early lives of peoples of a society create the perception of individuals, their point of views and worldviews. Also they constitute a large proportion of that society's norms and culture (Hofstede et al., 1991).

Therefore, by showing similar patterns of behaviour and judgements, it can be said that every person belongs to a cultural background. At the same time, culture is not singular. In a specific culture, when people from different categories are examined and compared, it is seen that there are different levels of culture also. Each individual ineluctably involves in different layers of mind sets which indicates to the various levels of culture. According to Hofstede (Hofstede et al., 1991), there are six levels of culture; national, regional, gender, generation, social status and organizational level. On the following chapters, in order to create a solid comprehension of the factors this study is being built on, national and organizational levels will be investigated.

2.2 National Culture

Despite the globalization, integration of languages and mass media; cultural differences remain and people tend to keep those differences as their ethnic properties. Due to those differentiations in perceptions and tendencies of behaviours, 'nations' are a feasible way to classify collective behaviours of societies. Nations are organizations that are evolved in process of time which create rules and laws that handle governmental, family, education, health, business and media issues. Because of these differences, specific countries have specific way of thinking and behaviour patterns which eventually indicate the nation culture (Hofstede et al., 1991).

There have been several researches about national culture. Kluckhohn and Strodtbeck's (1961) methodical examination alleges national values and their effects on organizations. The national values are described as common behavioural tendencies of specific groups of people. These national values are characterized as human nature, man nature, time, activity and relational tendencies. An addition to these five orientations, notion of space perception which describes the private and public space cognizance of nations has been added by Boyacigiller and Adler (1991). Another definition that has been put forth was Trompennars and Hampden – Turner's (1998) point of view, which

focused on the problem solving attitude of people. This research created a set of scales to evaluate the problems also.

However the most comprehensive and the most famous research was made by Hofstede (1984) which identified national culture as a conjunct perception programming that differentiates people of one country from another. This concept came as a four dimensional classification which comprised of four essential aspects of every society such as uncertainty avoidance, individualism vs. collectivism, power distance and masculinity vs. femininity. He evaluated 50 different countries and 3 different regions according to these four dimensions of the national culture. With another research that has been made in Hong Kong, the fifth dimension of long term vs. short term orientation has been added (1994). In the 2010 version of his same book, he added the sixth dimension of indulgence vs. restraint. In this research, Hofstede's four dimensional national culture evaluation values will be used and long term vs. short term orientation will be thoroughly mentioned.

2.2.1 Uncertainty Avoidance (UAI)

Uncertainty avoidance addresses to the forbearance level for unknown and uncertainties of a society. Societies who have low uncertainty avoidance are mostly open for innovative ideas, tolerant to differences in behaviours and their self-confidence is comparatively more than the people of a society with high uncertainty avoidance (1984). On the other hand cultures with high uncertainty avoidance are more prone to being definitive, punctual and accurate. Project managers and leaders of high uncertainty cultures concentrate more on tactical and technical aspects of operations rather than the strategy and planning of the events. Also low uncertainty cultures steer organizations towards being more casual. These organizations tend to deal with fewer procedures and they are more focused on the future strategies rather than daily work pieces (Murata, 2013).

2.2.2 Individualism vs. Collectivism (IND)

Individualism has many different meanings in different branches of disciplines. The most related definition to the topic of this study would be a person's relationship with

the society. In individualistic cultures, social relationships are not that close and in these societies people tend to mind and feel responsible of their elementary families and themselves (Dickson et al., 2003). On the other hand in collectivistic cultures, group interests and customs are more important than an individual's desires and members of these cultures tend to behave and decide according to the values of the family, tribe or collectivist formation (Cobb, 1976; Naroll and Naroll, 1983). People have stronger bonds in those groups and expectations of each individual in the group are being looked after by the other individuals. This dimension will be profoundly investigated on the next chapters from different resources.

2.2.3 Power Distance (PDI)

Power distance is another aspect of the national culture which is directly related with the leadership styles. In Hofstede's (1991) literature, power distance dimension is explained as the scale which measures the acceptance level of less powerful individuals of a nation about the uneven distribution of power. Therefore it could be said that this scale is dependent on the perceptions of less powerful members.

In cultures where the power distance is high, workers or subordinates are in an acceptant position. They are unlikely to clash over or dissent to their leaders and therefore the leaders or the managers of these cultures exhibit an autocratic and guiding leadership style. These subordinates also prefer less responsibility; they rather do whatever is being told and leave the decision making to their executives. On the other hand, when the power distance is lower, subordinates are more willing to take over responsibility and participate in decision making phases which lead to alternative solutions and innovative ideas. Members of low power distance societies usually prefer more consultative and participative leadership styles (Higgs, 1996).

Considering the dependence levels of relationships in both types of cultures; higher power distance cultures display higher dependencies of workers to their leaders. Workers show their dependency by accepting a leader with a directive attitude or completely refusing the executive's leadership; as an all or nothing situation. This leads employees to keep their ideas, both positively and negatively, to themselves and more distant relationships between leaders and their subordinates. In lower power distance

nations, dependencies of employees on their leaders are relatively less. Leaders tend to confer with their subordinates in decision making phases. Also subordinates expect their ideas to be asked and appraised. Consequently leader – subordinate relationships are closer and relatively employees can tell their ideas and disagree with their executives (Hofstede, 1991).

2.2.4 Masculinity vs. Femininity (MAS)

Masculinity and femininity is the aspect that measures the effects of gender roles over the mental programming of a society. Even though it refers to a substantial ‘social’ feature that defines a society, it is rather called ‘emotional’ because it is based upon the feelings of the people. A masculine society indicates to discrete gender roles where men are expected to be confidential, ambitious, tough and competitive. They are expected to concentrate on winning and prosperity. Also females are expected to be sensitive, delicate, and demure. Their interests are expected to be on a good life quality. On the other hand, a feminine society has a more equalitarian perception to the gender roles; both males and females are expected to be sensitive, delicate and demure and both of them should be focused on a good life quality (Hofstede, 1991).

As masculine and feminine societies have been investigated in Hofstede’s (1984a) another research, it has been seen that this aspect highly affects the career goals and expected management styles, as well as one’s perception of life’s aim. Since the ‘career’ concept belongs to a competitive environment where accomplishments are in focus, career is more prior to masculine societies than the feminine societies. Also in the work life, in masculine societies the main aim is to enable new challenges for employees and make the business life more compelling and intriguing for them by fostering their ambition and competitiveness. In the feminine societies, objectives are mostly to encourage the employees to work in groups, to collaborate with each other so that these groups can manage themselves (Hofstede, 1984a). These indicate to certain desirable leadership methodologies. Since ambitions and assertive behaviour is more popular in masculine societies, Bass and Avolio’s (1997) transactional leadership models would be more desired where leader punishes or gives rewards to the subordinates and uses management-by-exception. On the other hand, for the masculine societies,

transformational leadership approach would be more compatible since those societies are more open to motivation and collaboration (Murata, 2013).

2.3 Individualism vs Collectivism (Self-Construal / INDCOL)

Hofstede (1984a) analyzed individualism and collectivism dimensions of the national culture as two contrasting concepts on a single continuum. On the other hand reviews of Triandis (1995) on individualism and collectivism had shown a deeper structure of these concepts. This new approach revealed two dimensions that originate from social relationships; horizontal and vertical criteria. As stated by Triandis and Gelfand (1998, p.119) “Horizontal patterns assume that one self is more or less like every other self. By contrast, vertical patterns consist of hierarchies, and one self is different from other selves.” Combination of these patterns with individualism and collectivism concepts created four new dimensions.

Horizontal individualism pattern indicates to emphasis on the self-reliance yet still these individuals are in similar conditions with the rest of the society. In other words horizontally individualistic people aspire to be authentic among a group of equals and they do not aim to be differentiated or separated by being superior.

Vertical individualism pattern of culture indicates to self-reliant behaviour also but in this dimension, people anticipate a differentiation and distinction. Individuals feel free-spirited, distinguished and independent from other people. Therefore these aspirations to be uniqueness cause competition among individuals to gain status or power.

In horizontal collectivism pattern, individuals perceive themselves as a part of a group. The group consists of similar individuals who are mutualistic and personal goals do not exist; common objectives are important. On the other hand, due to emphasis of equality in these societies, authority is not build easily on individuals.

In vertical collectivism pattern of culture, people perceive themselves as a part of group also yet still the group consists of various individuals with different statuses, therefore inequalities are normal and anticipated in those societies. Individuals are mutualistic but

distinguished from each other. At the same time coherence and self sacrifice in the cause of group are important values. These societies exhibit traditionalism and obedience to the authority. Individuals of these cultures would follow their leaders even if their desires are exact opposite (Triandis and Gelfand, 1995; Singelis et al., 1995).

As the vertical patterns on both continuums are considered, it is observed that on both individualism and collectivism, characteristics of these individuals show resemblance to trait theory's definitions; differentiation of self from other, confidence and aspiration to uniqueness. On the other hand, vertical individualism seems more related to charismatic leadership.

Researchers have further investigated the relationship of this concept with other elements. As an example, Nelson and Shavitt (2002) studied the correlation of vertical and horizontal individualism and collectivism with success related values in United States and Denmark. Danish culture indicated more horizontal patterns and American culture showed more vertical patterns. Cultural differences in values of both countries accounted for the emphasis on success and accomplishment of goals; American society valued individual success and fulfillment of objectives more than Danish people.

Also Triandis and Gelfand (1998) drew attention to the relationship of vertical collectivism and authoritarianism. Vertical collectivist societies found to be more traditional and had tendency to authoritarianism. On the other hand, horizontal collectivist societies were more hedonistic and mutualistic. Additionally vertical individualists were giving importance to assertiveness and hedonism while horizontal individualist societies were emphasizing being autonomous. Therefore, despite the belongingness, cohesiveness and team mentality of collectivist people; attributes of obedience and acceptance of in-group leader enables authoritarian leadership behaviours in such societies. This theory is further credited by Kimmelmeier et al. (2003) in a research of relationship of authoritarianism with individualism and collectivism in seven nations both on the individual and societal level. The findings showed that similarity of both concepts in importance of social values and obedience to leader of the in-group enables authoritarian behaviour which is parallel to the first research. Also in the research of Aycan et al. (2000), paternalism and collectivism had a strong relationship due to the emphasis of hierarchy and relevance of paternalist

leadership behaviour to collectivist concept. Paternalist leaders are fatherly figures that constitute trust and loyalty based relationships with their subordinates and this type of leadership is especially found in Asian countries such as India, China and additionally Turkey.

People from different cultural backgrounds will have particular self-construals of themselves as well as other people. On the individual level these perceptions are highly affected in means of cognition of situations, relationships and encouragement concept. In the context of leadership, these variations cause alterations in reward systems, leadership attitudes, decision making and motivation triggers of managers.

In Walumba and Lawler's (2003) study, relationship between transformational leadership and collectivism is investigated on Chinese, Indian and Kenyan people using the INDCOL Scale. The results of the research showed that due to consistency of transformational leadership with collectivism such as emphasis of relationships, encouragement to long-term goals and motivation to cohesiveness; it is found that collectivism has a positive and moderating influence on the transformational leadership and its consequences on projects. On the contrary, despite the uniting and unifying affect of collectivism, transformational leadership demonstrated a variation in work related results due to relationship oriented and motivating behaviour of these leaders. Also in Jung and Avolio's (1999) research on leadership styles and individualism and collectivism showed that individualist subordinates were becoming more creative with a transactional leader. Additionally another study claimed the significant relationship of collectivism and aspiration of individuals to become leaders (Chan and Drasgow, 2001).

There are a number of studies on the relationship of transformational and transactional leadership with the individualism and collectivism dimensions. In most of them superiority of transformational leadership and collectivism is emphasized. In the context of this study, vertical and horizontal collectivism and individualism of leaders will be measured by widely being used INDCOL scale of Triandis and Gelfand (1998). This will be used for further correlations in the study and will be explained profoundly in methodology chapter.

2.4 Cultural Environment of the Arabian Gulf

The cultural environment is not very divergent among the Arab states. Nations of those countries are in a sense similar in means of traditions, religion, languages, values, culture and even governance systems and therefore it is considered as homogenous and taken as whole in many studies. Dedoussis claims that there is a need to generalize Arab countries when investigating Arab Culture since these nations reside on a widespread region (2004). On the other hand Lamb (1987) and many different researchers underline the fact that there is cultural diversity even within those countries. Since Hofstede's cultural dimensions will be used for analysing Arab cultures, their similarity will be considered and taken as one. Also one of the reasons for the formation of GCC (Gulf Cooperation Council) is those similarities in many different elements of life styles (Ibrahim, 1989).

These countries were together within the Ottoman Empire for several hundred years and relationship of Turks and Arabs started even before the Ottoman, around 8th century. Therefore it is expected to have strong cultural and behavioural similarities between Turkish and Arabic cultures; even if not, resemblances in values, traditions and beliefs.

More than 90 percent of the Gulf Countries are Muslims. Out of 2 billion Muslims all around the world, there are more than 300 million Arabs. In all Gulf Countries, the national language is Arabic and Arabic Alphabet is in use. Also English and French is extensively in use in trading and governance (Branine, 2011). Friday and Saturday are weekend days.

Even though there are non-Muslim Arabs, there is a large influence of Islamic customs and Bedouin values on the Arabic culture. Based on the teachings of the Qur'an, Islam is understood as how the life should be going on by its followers. Secular life and religious life is taken as together in Arabic cultures and therefore it is crucial to know religious aspects to understand the culture (Schuster and Copeland, 1996). The Bedouin values are the morals such as not being selfish, faithfulness, fairness and status. According to Almaney (1981), the Bedouin values affect attitudes and interrelations of all the Arabs regardless of their religion, political view, economic status or education level. Also face to face communications are preferred to e-mails or phone calls because

it is believed that face to face conversations create trust and allegiance. Kinships and family are most important relationships and they tend to solve problems through these connections which cause nepotism problems. Additionally it is stated that rather than linear reasoning of Anglo-Saxon cultures, in Arab cultures reasoning tendencies are more circular and also time concept is flexible for them (Schuster and Copeland, 1996).

In Hofstede's (1983) study, amongst these 50 countries, countries such as Egypt, Iraq, Libya, Kuwait, Lebanon, Saudi Arabia and United Arab Emirates were taken as "Arab States" as one country which supports the idea of Ibrahim (1989) about the similarity of national cultures of these states.

In this study, the national dimensions of those seven countries are taken from Hofstede's (1983) research and values for Bahrain, Qatar and Oman are taken from At-Twajiri and Al-Muhaiza's (1996) study which used the same formula for calculating the cultural dimension values that has been used by Hofstede in his researches. This research is based on a questionnaire of 204 respondents from oil companies in Saudi Arabia, Bahrain, Qatar, Kuwait and Oman. For further comparison, averages are calculated for each index based upon weighted arithmetic mean method depending on the population of countries and the online published country values of the Hofstede (2010). Up to date population numbers are acquired from Population Reference Bureau's (2013) data sheets. These new values are calculated because Hofstede did not group the "Arabic countries" as a single country on his new research like he did before and he did not calculate the national dimensions of Bahrain, Qatar and Oman.

	Egypt	Iraq	Kuwait	Lebanon	Libya	Saudi Arabia	UAE	Oman	Qatar	Bahrain	Average	Average(Round Up)
Power Distance	70	95	90	75	80	95	90	60	59	46	80,39	80
Individualism	25	30	25	40	38	25	25	52	40	38	28,14	28
Masculinity	45	70	40	65	52	60	50	12	43	53	53,78	54
Uncertainty Avoidance	80	85	80	50	68	80	80	72	89	77	78,84	79
Indulgence	4	17	17	25	34	52	52				19,45	19
Pragmatism	7	25	25	14	23	36	36				18,35	18
Population	84,7	35,1	3,5	4,8	6,5	30,1	9,3	4	2,2	1,1		

Figure 2 – Hofstede's National Culture Dimensions values of 7 Arabian countries based on recent data and populations (The Hofstede Centre, 2010; Population Reference Bureau, 2013)

According to the results of these calculations as it can be seen from Figure 2, due to relatively low populations of Bahrain, Qatar and Oman; varieties in their separate Hofstede values did not make a remarkable difference in the total averages of Arabian Gulf countries.

2.5 Turkish Culture

Turkey resides on a unique geopolitical location, having land both on the Asian and European side. Clash of cultures and historical background of Republic of Turkey also makes it special. Before Turks had settled to Anatolia, they were a nomadic and shamanic society and still the nation culture keeps several attributes from this era. Since 12th century Turks have been living on the present lands of modern Turkey and even beyond these borders with people from numerous different nations, races and religions as the Ottoman Empire. In 1923 after the WWI, the Ottoman Empire fell and modern and secular Turkish Republic has been established. Westernization changed the alphabet (Arabic to Latin), life style, apparel and eventually viewpoints of people and resulted as a fuse of Western and Middle Eastern cultures in one country.

Until the establishment of Republic of Turkey, Arabs lived with Turks for nearly seven centuries and even the alphabet was Arabic. Still, this historical commonality leads to many similarities in culture and traditions. Even in the language, there are thousands of words derived from Arabic. The population of Turkey is over 75 million and 70-75% is Turkish, 18% is Kurdish and remaining 7-12% consists of other ethnic groups. 99.8% of the country is Muslim and 0.2% is Jews and Christians. Turkish and Kurdish are the languages that are spoken by the majority and most popular foreign language is English (CIA, 2010; European Commission, 2006). Just like the western countries, Saturday and Sunday are counted as weekend.

Islam has a moderate influence on the culture and traditions of Turkish people compared to Arabic nations. Especially the values of the society are affected. Family is the most important element of the society and individuals feel trust and commitment to family members which sometimes causes nepotism problems. This originates from kinship and tribe ideology of nomadic era and Koran's teachings about importance of family and cohesiveness. Also future orientation of Turks is low due to concept of

“fate” in Islam. Despite the influence of Islam in viewpoints, Turks keep the secular life and religious life apart. Face to face communication is important and relationships and good communication have a significant place in Turkish culture (Wasti, 1998; Erguder et al., 1991; Kabasakal and Bodur, 2007).

In the context of international construction, with 34 companies in 2013 in the list of Engineering News Record’s Top 250 international contractors; based on the total worth of international projects Turkey is ranked as second country after China (Today’s Zaman, 2013). Also according to UK Trade and Investment’s sector briefing, Turkey is one of the 12 largest construction material producers worldwide and has a business volume over 18 billion USD as contractors. Especially these international contractors are working in 81 different countries, especially in Russia, Turkic Countries, Middle East, Gulf and North Africa.

2.6 UK Culture

United Kingdom consists of four countries; England, Wales, Scotland, Northern Ireland and culture of UK contains overtones of these four nations’ cultural patterns. Geographically it resides in the Western Europe as an island country. Also once being called as “the empire on which the sun never sets”, UK’s history dates back to one of the largest empires on the world, the British Empire which familiarized the UK culture and English language in many nations across the world. As the starters of Industrial Revolution, United Kingdom has changed the course of history in the socio-economic and political context. Also throughout the political, cultural and economical relationships with rest of the Europe, cultural environment of UK is also evolved (CIA, 2010).

Official language is English and like all the other European countries, UK uses Latin alphabet. With constitutional monarchy, UK is a unitary democracy. 59.5% of the country is Christian and rest is Muslim, Hindu and undetermined. After WWII, with the need for foreign labour, many people from ex-colonies such as Indians, Pakistanis, Afro-Carribeans and Bangladeshis have immigrated and created a cultural diversity in UK.

In UK there are two main cultural frameworks; traditionalist and liberal cultures. Traditionalist culture originates from socio-economic differences in society and shows patterns of authoritarian, individualist, masculine and high power distance behaviours. With the acceptance of collectivistic morals and changes in laws against discrimination after 70s, liberal culture has been widely becoming popular. In contrary to traditionalist culture, liberal culture exhibits collectivist, feminine and low power distance behaviours. When upper class started to lose authority and power in the last 50 years in UK, traditionalist culture started to yield to liberal culture and adjust to perception of modern times (2013).

It is the third largest economy in Europe and construction sector's contribution to GDP is 6.7%. Approximately %70 of the industry is the contracting subsector and it is one of the largest industries in Europe. Among the European Union countries, %16 of projects and %10 of employment is made by UK. However it is seen that a small portion of companies are involving in jobs across borders, only contributing to 2.6 percent of the global construction projects. On the other hand, with the technological advantages and know-how of specialized construction such as BIM technologies, it is projected to increase the presence of UK in international markets (Department for Business, 2012; Department for Business, 2013).

2.7 Comparison of Hofstede's National Culture Dimensions among Arabian Gulf Countries, Turkey and UK

2.7.1 Power Distance (PDI)

The power distance index of Arabian Gulf countries is 80, which indicates to a high difference in power distribution. Especially in countries which are governed by the families such as Kuwait, UAE or Saudi Arabia, the power distance index has been the highest. This results to the centralization of political powers, which creates a more eligible environment for power gap. Also for some researchers, this encouragement for the concept of power distance comes from the reign of Ottoman Empire over those nations for more than 400 years (Al-Rasheed, 1997). In high power distance cultures, decision making process is depending rather on a favour – loyalty based relationship

than a virtue based one between subordinates and executives which creates a dependency situation.

On the online published up-to-date Hofstede (2010) values, Turkey scores 66 on power distance, which indicates to large power distance in the society. This situation originates from the challenging and assertive context of education system and relationships with society. Also in bilateral relations such as husband-wife or manager-subordinate relationships, it is quite common to see authoritarian patterns. Additionally the gaps in socio-economic classes cause this distance in power distribution. In the context of leadership, these are several reasons for authoritarian and benevolent paternalistic behaviour patterns with the contributions of traditional values (Kabasakal and Bodur, 2007).

With the score of 35, UK shows a low power distance in the society. In the class-based society of old UK, it was a high power distance society. After the WWII and Thatcher government's changes on deregulation has altered cultural perspective towards equalities and even affected trade unions. Due to low power distance in UK, managers expect participation of subordinates in decision making processes and subordinates often express their ideas openly. Hierarchies are less important compared to Turkish and Arabic culture (Kabasakal and Bodur, 2007).

2.7.2 Individualism vs. Collectivism Index (IND)

With the score of 28, Arabian nations have a collectivistic society. It is not a surprise since the long standing Arab history is full of tribes, clans and large families. This idea is also supported by Hofstede's (1987) "Law of Conversation" which advocates the permanence of old values and it also claims that these values will also show themselves in different forms as the time passes. The highest individualism rates belong to Oman '52', Qatar and Lebanon, both '40'. The common point of these countries is their tolerance to the Western ideas and world. This openness probably leads to influence of Western viewpoint over Arabic heritage and results in higher individualism indexes.

The most important element that should be considered for individualism in Arabic culture is Islam. By being the religion of the majority in those countries, Islam supports

and recommends unity and solidarity. Since Arabic culture and life style is widely influenced by religion; it instructs to care and support each other. Besides, people identify themselves with solidarity symbols such as families, clans and tribes and social pressures also consolidate their loyalty to these groups.

Additionally Hodgetts and Luthans claim that promotions in collectivistic cultures mostly depend on the seniority level of the employees (1993). This idea is also supported by Al-Twajri and Al-Muhaiza's statement which states that advancements of rankings in Arabian countries are generally based on the time spent in that corporation. Another interesting finding in Arab culture is employees' loyalty will be stronger to their executives rather than the project goals according to their collectivistic attitude (Al-Twajri and Al-Muhaiza, 1996).

Only contrasting finding in the individualism index of Arabian Gulf countries is while Hofstede (1983) was alleging the strong correlation of individualism level and economic welfare of countries depending on statistical data, the results show that even though these countries are relatively in a good economic condition compared to many other European countries, the results show that they are collectivistic. The reasons behind those might be influence of Islam and long standing kin liability of Arabs as mentioned above.

For Turkey's case the score of 37 indicates to a collectivistic society. There are several natural causes for this pattern in culture. Collectivism is one of the major characteristics of Turkish culture. Partially this cohesiveness is rooted in the meaning of family in individuals' lives. Strong and close relationships in family conduce to collectivist behaviour of people. Also Turks have been living in tribes in their nomadic, pre-Islamic era and after conversion to Islam, Koran's teachings have influenced the society towards significance of family, relative and patriarchal relationships (Kabasakal and Bodur, 2007). So just like the Arab nations, it is reasonable to find collectivist patterns in Turkish culture.

Also in Turkey most of the companies are family-businesses similar to Arab companies. Management of those companies is often in responsibility of relatives and family members instead of professional executives. Additionally other than supporting the

relatives in business life, having a common history like doing military service in same squad affects the decisions of managers in hiring decisions which relates to the paternalist and highly collectivist qualities of Turkish executives.

With the score of 89, UK is one of the most individualistic cultures worldwide. Individualism can be seen in many aspects of British life. This might be originating from the geographical attributes; island life might be encouraging self-reliance. Also previous governments' regulations might be the reason. In UK, even children are being raised that way; being encouraged to be individualistic, deciding to the meaning of life and their role in life by themselves. In the context of construction management, this type of behaviour is expressed as acceptance of responsibilities individually, self-domination and rewarding on an individual level (The Hofstede Centre, 2010; Newman and Nollen, 1996).

2.7.3 Masculinity vs. Femininity Index (MAS)

Despite the uniting and equalitarian teachings of Islam, Arabic culture shows a masculine tendency with the score of 54 which still indicates to a low level masculinity. This might be because of the economic welfare of those countries might shift their perceptions on equity and give a more capitalist attitude in the work place. Managers in masculine cultures are competitive; conflicts and disputes are solved by hammering them out. Also in masculine societies, social responsibilities of female are more focused on gentle, caring and servicing roles. These masculine ideas are even accepted by females (Hofstede, 1983). In the construction sector's case, Arabic culture would not be approving a female in a managerial position and they may find this abnormal.

In the masculinity index with the score of 45, Turkey stays in the feminine part of the scale. Empathy to the weak and agreement on ideas are important and disputes are avoided. Also developing relationships are more important than failures in projects. On the gender equality context of this dimension; Turkish women take active role in life and work in prestigious professions. In contrary, in private sector females just consist the 4 percent of all Turkish managers, which indicates to some kind of masculine pattern in preference for executive positions (Kabasakal, 1998). Also according to an interesting study, there is an inverse correlation with the education level and wages of

Turkish women; as the education level decreases, the wages of female employees become less than same level male employees' wages which indicates to masculinity of the society (Kabasakal and Bodur, 2007).

With the masculinity score of 66, UK is a masculine society. Success orientation is more common in British culture rather than relationship orientation. In business life, people aspire to show good performance, advancements and tangible earnings are more important than relationships and intangible earnings. Assertiveness, activeness and possession are preferred over thoughtfulness, passiveness and observation. Also with the changes in traditional culture, macho perceptions in the subject of female equality have been changed and female take active role and seen and treated as equals with male in business life (Chhokar et al., 2013; Newman and Nollen, 1996).

2.7.4 Uncertainty Avoidance Index (UAI)

Arabic countries have strong uncertainty avoidance with the index value of 80. This might be caused by increasing prosperity and developments in these countries; fear of losing the opulence correspondingly increased. Fluctuations in oil prices has deeply affected the economic welfare and planning of individuals (Al-Twaijri and Al-Muhaiza, 1996). Besides, due to the geopolitical location of those countries, they have encountered many wars and terrorism which would affect their attitude towards indefinite situations.

Countries that have strong uncertainty avoidance are generally prone to create safe and secure situations and environments and they try to avoid risks. As also specified by Badawy (1980), Arab managers are characterized by their risk avoidance attitudes. In order to refrain from any mistakes, most of the decisions are taken at the highest executive levels. Especially in private sectors, Arabs tend to believe in the superiority of foreign professionals in knowledge and experience, therefore they transfer the implementation and management risks to them. This is one of the main reasons for having that many Turkish and UK construction companies and executives in the Arabian Gulf countries.

Furthermore, it is stated that in cultures with strong uncertainty avoidance most of the employees work for a lifetime in an organization. Also in the cultures with both strong uncertainty avoidance and high power distance, employees have a perception of pyramids of people for their companies. Every member of the organization is aware of reports and formal dialogs are vertical where the executives lay stress on their authorities over subordinates to avoid unknowns (Adler, 1986). These ideas are supported in Al-Twaijri and Al-Muhaiza's research also. In most of the Arabian Gulf countries, 'national' employees cannot be fired from an organization unless employee involves in a crime.

The score of 85 for uncertainty avoidance indicates to high uncertainty avoidance tendency of Turkish culture. There have been turbulent economic and political conditions in Turkey between 80s and 90s. Many governments have changed in short time periods, which caused instabilities, dropped production rates, increased layoffs and eventually affected the perceptions of people. These instabilities and fluctuations in inflations and taxes and insecurities in employment obliged Turkish society to cope and avoid uncertain situations (Kabasakal and Bodur, 2007).

With the score of 35, UK shows low uncertainty avoidance characteristics. It indicates to conformity of British society to ambiguous situations. In terms of work in UK, due to masculine cultural patterns, most of the time ultimate goals are clearly defined and the methodology that should be followed is explained but implementation of works are kept flexible. Also since British culture has both individualistic and low uncertainty avoidance patterns, innovative and creative thinking is valued (The Hofstede Centre, 2010). Despite the lower uncertainty avoidance of UK, British managers have tendency to spend a remarkable amount of time for planning to avoid any risks while Arab culture are more flexible and informal in planning phases which might cause conflicts. These behaviours are also contradictory to Hofstede's evaluation of national dimensions and tendencies (Govindarajan and Gupta, 2001).

2.8 Proposal for further hypothesis development based upon the national culture aspects of UK, Turkey and Arabian Gulf Countries

There has been previous researches comparing cultural aspects of Arab and British culture (Rees-Caldwell and Pinnington, 2013) or Turkish and British culture (Arslan, 2001) but none of the previous papers have issued a comparison of Turkey, UK and Arab countries in the context of national culture with Hofstede values.

As the cultural patterns of these nations are compared; while UK has a low power distance, individualistic, feminine and low uncertainty avoidance culture; Turkey and Arabian Gulf countries have a high power distance, collectivistic, masculine and high uncertainty avoidance cultures as it can be seen from the Figure 3 as well.

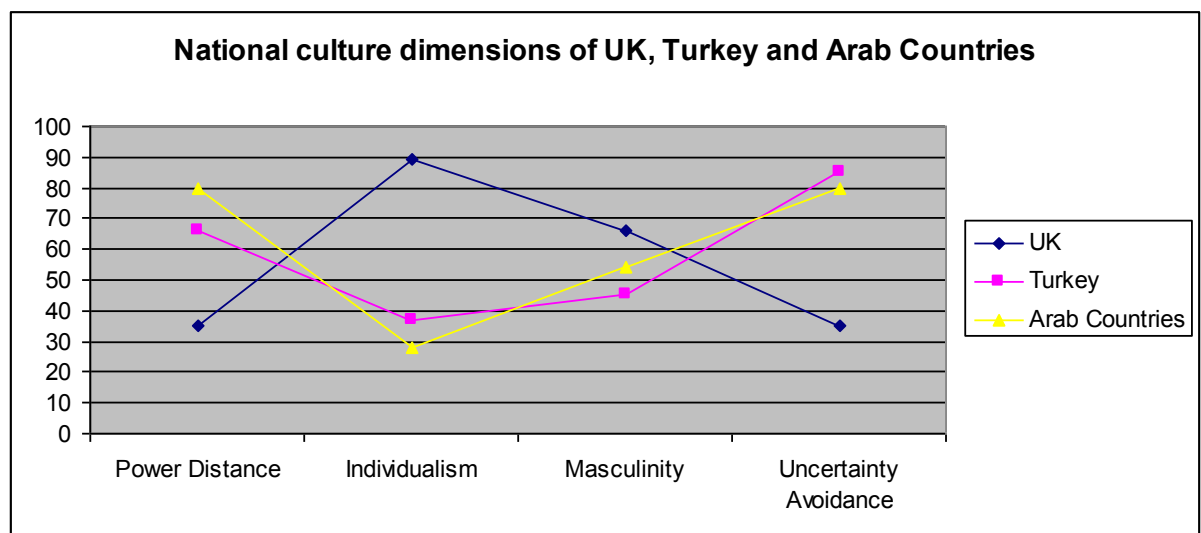


Fig. 3 – National culture dimensions of UK, Turkey and Arab Countries

In the context of construction projects in Arab countries, British leaders might have adjustment, compliance, communication and relationship problems. First of all, other than the locals, most of the expat labour force is from countries such as Pakistan, Sri Lanka, and Bangladesh which are quite similar to Arab and Turkish nations in Hofstede's national dimensions (2010). While British executives which come from a confrontational culture would expect to hear ideas of subordinates in decision making (low PDI), subordinates would be expecting a fatherly, paternalistic figure that will make them accept the hierarchy and autocracy of the leader (high PDI) which will avoid

them from taking responsibilities of any risk (high UAI). Also coming from a culture where the male and female are seen as equals in professional life , British female executives might find it hard to exert her authority on labour force from Arab and developing countries even if both of them are masculine.

On the other hand, according to Hofstede national dimension values of Turkey, Turkish leaders will be able to create better relationships with their subordinates in such a context due to similarities in cultural dimensions with their subordinates and also due to historical, cultural, traditional and religious commonalities with Arabs. While a British leader's individualistic behaviour might be seen as inconsiderate, selfish and insincere, a Turkish leader's collectivistic behaviour may be seen sincere and fatherly which would help to create good relationships with the subordinates and labour force.

CHAPTER 3 – Leadership Theories

3.1 Leadership

Leadership might be a general and common topic but there is not a single definition or a consensus of ideas for the leadership concept. Many researchers have different suggestions on this widely known aspect by using different approaches, theories and components. According to Fiedler's (1967) definition, the attitude of leadership is the involvement to specific directing and organizing actions of a group's work. To Bennis (2007), leadership is the ability to establish a persuasive perception and to transform it into reality and keep it. Also Yukl's defines it as (2013, p.253) "influencing task objectives and strategies, influencing commitment and compliance in task behaviour to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organization". Bass (1990) states it as the executive motivating force which mobilizes and organizes a corporation towards organization goals.

The common terms in the descriptions of these researchers are "coordination", "mobilization", "motivation", "persuasion", "goals" etc. creates a perception for leadership in minds. A good leader in the construction sector should not be a good manager only but he/she also should direct and motivate people towards certain goals by shaping their visions. In order to do all these, it needs exhibition of qualities such as understanding the people, having a vision, using social abilities, thinking outside the box and having deep technical and managerial knowledge with certain characteristics such as self-discipline and emotional stability that every leader should inhere. This would enable project environments with good vertical and horizontal communications within the organization where all subordinates and labour force would follow the leader and be aware and enthusiastic about the project goals by getting motivated and envied by their project leader.

3.1.1 Difference between Leadership and Management

These two concepts are often confused and used interchangeably. Management is the position in the higher inner hierarchy of an organization that organizes and mobilizes

several elements of the project towards solutions of short-term issues and goals. Manager's role is to specify objectives, determine methodologies and standards, support enhancement of staff, develop solutions for short term issues on the way to attain objectives and prepare evaluations (Naoum, 2011).

On the other hand, Adair (1988) states leadership concept as "Leadership is about a sense of direction. The word 'lead' comes from an Anglo-Saxon word, common to north European languages, which means a road, a way, the path of a ship. It is knowing what the next step is."

A leader is the individual that have certain personal qualities to guide people, motivate and influence their ideas and attitudes towards objectives of an organization or a project. Leaders should be able to take risks and cope with the challenging environments while concentrating on the strategic and long term objectives (Naoum, 2011). In such circumstances where large international projects are being conducted in foreign countries, management qualities and practices would fall short to satisfy certain targets. Therefore, leadership and especially cross-cultural leadership in the international construction context are quite important and necessary while motivating a multinational staff and labour force towards the project goals and organization objective successfully.

3.2 Different Approaches in Leadership

As it is mentioned before, there are many definitions and different approaches to investigate further elements of leadership in the literature. In the 20th century, leadership has been an important issue and many researches and studies have been conducted about the leadership theories. The main concern of the studies was to question the elements that make a good leader. Under this topic, a review of these studies will be given in order to create a background for cross-cultural context of leadership. This will also help to indicate gaps in knowledge.

First the trait theories and empirical researches about this topic will be explained. Following this, behavioural leadership will be presented with examples from three important leadership models. Finally, behavioural leadership theory and previous academical literature on this topic will be investigated.

3.2.1 **Trait Theory**

Trait theory is one of the first approaches that are developed for leadership concept. Focus of this theory is on qualities of a leader such as character, incentives and talents. Aim of the researches about this theory was to find out whether leaders are born with certain attributes as gifted individuals to lead or if leadership is something learned. There have been several differences in opinions and researches about the traits defined a list of necessary qualities for a leader which are:

- Vision
- Intelligence
- Decisiveness
- Confidence
- Supervision
- Individuality
- Honesty
- Creating an image
- Influential communicating
- Sociability (Naoum, 2011)

Jackson's (1995) scientific research on this subject failed innate superiority approaches of many researchers by showing that these attributes are not constantly exhibited. The theory has been falling short to develop useful qualities of leadership that would go beyond the ordinary ideas and to relate these attributes' affect on leadership success (French, 2010). On the other hand, it is a fact that in order to be a leader; a person should have some certain qualities that are very hard to learn or train such as intelligence or honesty.

There are also a large number of studies especially conducted in the construction sector. An early research of Fryer (1979) classified site manager's ideas about five top administrative qualities which were sociability, decisiveness, intelligence and change management. Also Brown's (1998) study on site managers identified several necessary managerial skills for efficiency; it emphasized the importance of different leadership qualities such as communication skills, fairness and taking responsibilities. The

importance of communication skills is also proved by being ranked first in a research conducted on construction professionals (CIOB, 2008). In another research for defining factors influencing effectiveness of site managers, although Fraser (2000) found out 26 significant personal skills that affect efficiency, he clarified that most of them were irrelevant. Leadership style, motivation and education were some of those factors as well as professional contentment and stress levels.

3.2.2 Behavioural Leadership Theories

After insufficiency of trait theories for investigation of leadership concept, style theories came up more commonly in researches. In those researchers the main idea was a leader should show his/her distinction from other executives by a certain style which would help to motivate subordinates towards certain goals. For several decades, researches about classifying numerous leadership styles had been the main topic of behavioural theories (Thomas, 2002). Of these acquired styles, most of them have been explained on the “autocratic –democratic” or “task – relationship oriented” continuum. These dimensions are categorized in various ways by different researchers.

3.2.2.1 Ohio State Leadership Research

One of the major studies about this topic came from Ohio State. This research conducted a questionnaire on behaviour of a leader to define the pattern of attitudes. Analysis of the results showed that behavioural characteristics of a leader were either task-oriented or people-oriented. Task-oriented leaders were more autocratic and their relationships with subordinates were more commanding towards organizational aims. People-oriented leaders were more democratic and more concerning about the feelings and relationships with their subordinates (Naoum, 2011).

This research also produced a significant link between executive’s leadership style and employee’s work performance. Employees who were working under managers that had high scores both in task and people orientation were more pleased to work in that organization and they were more efficient than employees who were working with managers that were practicing one dimensional leadership. Managers who are less considerate and more concentrated on tasks, roles and objectives induced less

enthusiastic subordinates. Also managers who are more caring for the relationships and less focused on tasks and goals demonstrated a “weak leader” image and subordinates’ reliance on manager has decreased (Fleishman and Bass, 1974). Therefore it is very important for a leader to find the balance between autocratic and democratic behaviour, especially in a widely management dependent sector such as construction.

3.2.2.2 Tannenbaum and Schmidt Model

Tannenbaum and Schmidt (1973) model was developed as a derivative of Ohio State leadership styles. In this model, the continuum was between boss-centred autocratic style and subordinates-centred democratic style with five different leadership attitudes in between those two dimensions which were:

- Tells: This is pure boss-centred autocratic style leadership. Executives with this type of leadership characteristics define project issues, decide without consultation, tell to subordinates and expect obedience. Subordinates do not consult or tell their ideas on decisions.
- Sells: This leadership attitude is quite similar to ‘tells’. The only difference is after the decision phase, manager tries to get subordinates’ approval.
- Consults: This leadership style relies in between two end-dimensions of this continuum. Manager defines issues and then consults to his/her subordinates. Even though the decision is entirely up to the manager, subordinates can affect the decision making.
- Involves: This leadership attitude is more subordinates-centred. Manager defines issues and then draws certain limits for groups to decide.
- Delegates: This leadership style is pure subordinates-centred democratic style. Manager defines issues and then identifies the limits for groups to decide and implement those decisions (Tannenbaum and Schmidt, 1973).

3.2.2.3 Blake and Mouton Leadership Research

One of the most famous researches on leadership style is Blake et al.'s (1962) work. This study approaches to leadership as a two-dimensional aspect rather than a continuum. On the vertical axis "concern for people" is measured and on the horizontal axis "concern for production" is measured. The word "concern" stands for the intensity of leader's decisions which defines leader's character, leader qualities and leadership style. Evaluation is made depending on the scale and there are four different types of leadership defined by these researchers in the following:

- The impoverished manager: Rated on the scale as (1,1) which indicates to both low concern for production and people. Project managers and leaders in this classification exhibit poor management practices with minimum endeavour to take the project forward. Also their sociability qualities are lacking which would lead to disagreements in the project.
- Authority leadership: Rated on the scale as (9,1) which indicated to high concern for production and low concern for employees. Project managers and leaders in this classification are task-oriented and they do not care about the relationships with the subordinates. They present high managerial performances but they lack motivational qualities of a leader.
- Country club leadership: Rated on the scale as (1,9) which indicates to high concern for employees and low concern for performance. Project managers and leaders in this classification tend to have good relationships with their workers and create a more innovative environment. Production or the performance of the project is not the main concern of these leaders.
- Middle-of-the-road leadership: Rated on the scale as (5,5) which is obvious by the name also. This leadership style indicates to a time to time shifting balance of a leader between performance and relationships. When there is a time constraint or a pressure, managers exhibiting this type of leadership tend to shift towards a task oriented and less motivational attitude. In a calm and normal situation, these managers are more compromising.

- Team leadership: Rated on the scale as (9,9) which indicates to both high concern for performance and subordinates, as a paramount state of leadership character. By managing people properly in doing of tasks, performance objectives and project goals are achieved. As a leadership attitude, project managers define issues, ask for ideas of subordinates and let them take action in the implementation of decisions. This attitude enables a harmony and collaboration amongst the managers and subordinates (Blake et al., 1962).

As Mustapha and Naoum (1998) stated in their work, all of the well performing site managers in construction projects were using team leadership approach of Blake and Mouton, which reinforces their ideas about the most effective model.

A study about the task-oriented and people oriented managers in construction projects showed that projects that were managed by strongly task-oriented leaders were less successful than the projects which were managed by relationship focused leaders (Bresnen et al, 1986).

A study of Odusami et al. (2003) used 12-factor leadership model of Pinto and Slevin (1988) to compare Nigerian project managers' leadership styles and project success. The study found out that most effective leadership style was consultative autocrat style where the leader consults to subordinates to attain information and then he/she does the decision solitarily.

Also another research on this topic was conducted by Rowlinson et al. (1993) on construction managers in Hong Kong to investigate different leadership styles. The result of this research showed that construction managers from Hong Kong were exhibiting more relationship focused behaviour than UK construction managers. Also it is stated that Hong Kong site managers were practicing various leadership styles according to the project objectives and workers.

These models are tools to define leadership approaches depending on the behaviour or the style of the project manager. It is seen that most of the successful leadership examples show that consultation to the subordinates and staff group is quite important.

On the other hand, leadership behaviour is not enough to define effective leadership; there are many different factors that affect the overall performance of the construction projects. Therefore contingency theories will be defined under the next topic.

3.2.3 Situational Leadership Theories

While trait theories were concentrating on innate leadership qualities of managers, behavioural leadership theories investigated more on the attitude and style that leaders have been adopting. However none of these theories could achieve a clear connection between leadership attitudes and managerial performances. It was simply because neither of those theories was considering the situational or the contingent elements which a leader might encounter. This idea pushed researchers towards investigating effects of situational aspects on leadership effectiveness. Key element of contingency theories is to assume that management of a project or an organization cannot be expressed with a single, “best way” description. A successful management practice is full of unknowns and contingencies while accomplishing the organization goals and managing short-term tasks. In case of the construction sector, due to large scope and technical complexities of international construction projects, there are many contextual variables to be considered and management practices become even more contingent; which supports the situational leadership theories. There are several acknowledged researches about the situational leadership such as Fiedler (1967), Vroom and Yetton (1973), House (1971) and Hersey and Blanchard (1982) models will be discussed in this chapter.

3.2.3.1 Fiedler’s Model

Fiedler’s (1967) hypothesis was claiming that a single leadership style or attitude would not be adequate and efficient for all circumstances. Therefore he proposed a theory that includes contextual factors as well as the style of the leadership. In this model, emphasis was laid mainly on the superiority of a leadership style on other styles under specific conditions to improve efficiency of the subordinates. This demonstrated a comparative approach to leadership styles and used four fundamental aspects such as leader’s orientation or style, leader – member relationship, task structure and leader position power.

A tool called Least Preferred Co-worker questionnaire (LPC) is prepared to measure leader's behavioural style. This questionnaire consisted of 16 elements and each of the elements are rated with a scale between one and eight, where the eight points presented most preferable selection. The sample group of the questionnaire was workers from diverse industries and the aim was to learn their ideas about characteristics of their leaders and from the answers to the questionnaire by adding ratings on the scale of each question, LPC scores are extrapolated. By looking at the dispersion of results, scores from low to high indicated to a continuum ranging from task-oriented to relationship-oriented leadership style (Naoum, 2011). Further on, after defining the leadership style, three of the aforementioned fundamental aspects of Fiedler's research are used to identify the contextual or situational variables which might affect leaders both in good and bad ways. These aspects are:

- Leader – member relationships were investigated in order to find out the level of trust and commitment to leader and level of approval of the employees. A leader who is more accepted by the group members and who is more influential would be a more adequate one.
- Task structure is defined by the correctness of a decision, pellucidity of definition, various options and alternative ways to fulfil the task and ease of accomplishment of the task relying on the definitions. When a task is structured by the leader and leader knows the way to accomplish the task, this situation is favourable.
- Leader position power is measured by authority of the leader over a group where he/she can influence the group or use power and direct them. Basically it defines the disciplinary matters such as rewarding and punishing the group members relying on their work performances. A favourable context is where the leader has high position power (Fiedler, 1967).

Depending on these three contextual factors, eight combinations that a leader can encounter has been created and for each of these situation possibilities, either task or

relationship oriented leadership styles has been matched. Outcome of the research showed that:

- Task-oriented leadership is the best style to use in marginal situations; when the context is very advantageous or very disadvantageous for the leader. In high control conditions, leaders who adopt a task oriented style are more relaxed and their relationships get better with the workers. As long as the tasks are done, they tend to not interfere any issues. In low control conditions, this style prompts to commitment of leader to the project. Leader's authority over the group increases and leader tends to organize the group and manage them towards the task objectives which increase the trust of the group in leader's abilities.
- Relationship-oriented leadership is the best style to use in mixed situations when the context is rather a combination from both ends of situational factors. In moderate control conditions, by focusing on the relationships with the group they dissipate concerns of employees, minimize disputes and their innovative decisions for this kind of situations improve the effectiveness (Anon, no date).

Fiedler also stated that, leader-member relationship was the most affecting factor amongst those three situational variables and surprisingly leader position power was the least influential one. Although this approach of Fiedler was a ground-breaking idea which led to a broader vision for leadership styles, the limitedness of research and low number of contextual factors caused many other researchers to investigate the same topic more comprehensively.

3.2.3.2 Vroom and Yetton's Model

Vroom and Yetton's (1973) model is more comprehensive than Fiedler's, since it comprises of five leadership styles and seven different contexts. This model is actually a decision tree that selects an appropriate leadership style for contingent situations. The leadership styles are as follows:

- Autocratic Type 1; which is pure autocratic leadership. Leader tends to deal with issues and make decisions solitarily by using present information and without any consultation.
- Autocratic Type 2; Leader consults to his/her subordinates to gather information about the issue but still makes decisions solitarily.
- Consultative Type 1; Leader consults to his/her subordinates about an issue 'separately' and ask for their ideas but makes decisions solitarily and subordinates' ideas might not be considered in decision making.
- Consultative Type 2; Leader consults to his/her subordinates about an issue as a 'group' and ask for their ideas but makes decisions solitarily and subordinates' ideas might not be considered in decision making.
- Group Based Type; Leader consults to his/her subordinates about an issue as a group and conducts the meeting as a chairman. This creates a collaborative atmosphere and leader and employees cooperatively discuss, do brainstorming to find alternative solutions to the problem and agree on a singular solution at the end (Mullins, 2010).

Also there are seven questions for several situational scenarios about quality of decision, dedication, agreement on solution and information quality which indicates to the type of leadership that should be used in certain contexts.

3.2.3.3 House's Model

House (1971) conducted a research about situational leadership models which was based on Fleishman (1957) and Stogdill's (1963) earlier studies. This model investigated the relationship of leadership style, comprehension and commitment of the subordinates and performance results of the organization. Also contextual factors were classified as attributes of subordinates and external factors.

In this model, leadership styles are sorted as directive, supportive, participative and achievement-oriented and results were as stated below:

- Leaders with a directive style tend to manage their subordinates with precise requests and in ambiguous situations; they have a positive attitude towards the demands and satisfaction of the workers. If the task is understandably explained, their attitude is negative.
- Leaders with a supportive style tend to concentrate on relationship with their subordinates and in ambiguous situations and tasks; they are more influential, sensitive and helpful to their workers.
- Leaders with a participative style tend to consult their subordinates in decision making phases and if the task needs creativity and involvement of the group, this leadership style is more compatible for the satisfaction of workers.
- Leaders with an achievement-oriented style tend to push subordinates through challenging tasks and expect complete authorization and liability of the subordinates on their work. Also leaders with this style give confidence to their subordinates about successful results in indefinite or contingent tasks and unclear conditions.

3.2.3.4 Hersey and Blanchard's Model

Hersey and Blanchard's (1982) contextual leadership model focuses on the management style and its relation with the maturity level of subordinates depending on the task kind. Leadership styles are classified as four different combinations on the continuum of task-oriented to relationship-oriented. Also there are four different maturity levels of subordinates as stated below:

- M1: This maturity level indicates to worker's lack of skills or motivation to perform the task.

- M2: This maturity level indicates to a worker that has the motivation but lacking skills or afraid to take over responsibilities to perform the task.
- M3: This maturity level indicates to a worker that has skills to perform the task but reluctant to take over responsibility.
- M4: This maturity level indicates to a worker that has skills and motivation as well as confidence to take over responsibility and perform the task.

It is stated that these maturity levels are dependent on the task type. A skilled subordinate might show a low maturity for an unfamiliar task. Also the leadership styles related to the maturity levels are stated below. Telling type is task-oriented and delegating type is relationship-oriented extremums.

- Telling: Leaders with this attitude enable a unidirectional communication with their subordinates. They give information about the task to their subordinates and direct them how, where and when they will perform it. This type of leadership style is more favourable for employees exhibiting M1 maturity level behaviour for a task.
- Selling: Leaders with this attitude enable dialogues with their subordinates. They give directions to the employees while influencing and motivating them towards the task objectives. This type of leadership style is more encouraging for employees exhibiting M2 maturity level behaviour for a task.
- Participating: Leaders with this attitude consult to the subordinates and ask their opinions on decision making phases. This motivates the employees exhibiting M3 maturity level behaviour for a task.
- Delegating: Leaders with this attitude give responsibilities and authority to make decisions to their subordinates for certain tasks but monitor and interfere in necessary situations. This type of leadership style is more adequate for employees exhibiting M4 maturity level behaviour for a task.

The Tannenbaum and Schmidt's (1973) and Fiedler's leadership style evaluation are very similar but with the integration of maturity levels, Hersey and Blanchard addressed on contextual differences and their link with leadership style. It is also stated that a successful leader should be compatible to use appropriate styles for different situations, motivate their team towards objectives and cope with the changing contextual factors.

Many researchers came up with several situational elements which affect the selection of leadership style in construction projects. Most of these investigations have been conducted by using Fiedler's (1967) model which broadened the focus of studies. Müller and Turner (2007) declared that different types of projects necessitate multiple leadership styles because of contextual differences. Also on the study of Low and Chuan (2006) on construction project managers; amongst various variables such as organizational, employment and project related variables, relationship of project team was the most influential situational factor that would affect the project success. As a supporting example, Dulaimi and Langford's (1999) research on project manager's leadership models revealed that especially in large construction projects, spending time with subordinates enhanced leader-member relationships, enabled a good communication environment and eventually increased success rate and performance of the project. Another related study claims that due to temporary nature of construction projects and need for collaboration of various profession groups on and off the site, relationship-oriented leadership styles which focuses on unification of team members towards project objectives would be more favourable than autocratic and task oriented attitudes (Seymour and Elhaleem, 1991).

Leadership theories are used for investigating and clarifying the concept of leadership as well as factors affecting leadership practices. While trait theory was defining the aspects of leadership by means of characteristics, behavioural theories focused on the influence of management styles on both subordinates' and project performances. Furthermore, situational leadership theories revealed that contextual elements of the tasks and projects affect the style of managers and leaders that can adapt different circumstances and practice appropriate styles were more successful. On the other hand, construction industry became more internationalized with the wave of globalization in the last decades and this changed many aspects of leadership also. In order to understand the

concept of the leadership in international constructions, cross-cultural studies will be investigated on the next section.

CHAPTER 4 – Leadership Across Cultures

4.1 Cross-Cultural Leadership

As mentioned before, culture has a significant impact on the life style and mind set of people. Every culture has its own values, traditions and patterns of behaviour for certain actions. These values affect the point of view, vision and conception of members of a society about human activities and aspects of life. Therefore it also affects the leadership practices as well as subordinates' perception of leader. House et al. (1997) states that authority power, influential skills and attitude of the leader get highly affected and differ greatly by unique cultural aspects of nations and countries that are interacted. Also studies on cross-cultural leadership claim that the apprehension of authority and leader-subordinate relationships are quite divergent among different cultures (French, 2010). According to cultural values of a country, a reliable and responsible worker might be the type that works without supervision and in another culture this attitude might be deemed as the opposite which shows the need for adaptability of managers to different cultures (Thomas, 2002).

With the globalization trends, construction industry has changed just like every other industry.

Especially in the Arabian Gulf countries, construction project management necessitates involvement of multiple project parties from different professions as well as different cultural backgrounds due to the large-scaled projects. Therefore in the context of international construction projects, flexibility of leaders in their managerial practices and style selection is vital. Leaders should adapt to the present cultural traditions and customs of the country that they are working while adopting appropriate leadership styles according to position and culture of the subordinates.

There are several examples of cross-cultural project management in the literature. In Low and Leong's (2000) research based on a case study in which American and Chinese parties collaborate, the importance of human resource management is emphasized and consideration of culture specific aspects of Chinese management is advised for projects with Chinese counterparts. Also in another comparative research on Chinese and UK construction project managers it is deduced that despite the impact of

globalization on the industry and new legislations in China, due to the differences in perceptions of “good relationship” of UK and Chinese executives; UK management practices will not be compatible unless a cross-cultural management approach is adopted (Chen and Partington, 2004).

A study on cross-cultural comparison of Turkish, Irish and UK executives’ leadership patterns showed that both Irish and Turkish managers were more achievement oriented which indicated to the opportunity seeking and short-term task focused attitude of these countries. At the same time, UK and Irish executives were more power oriented than Turkish executives, which is correlated with the cultural background of Turkish managers (Arslan, 2001).

Furthermore, Loosemore and Al-Muslmani (1999) conducted a research on UK staff that had worked previously in Gulf countries and concentrated on the probable communication issues. The research findings indicated that there was a low level of sensitivity to Arabic culture, perceptions and values, which might be the reasons of so many disputes between project parties in those international projects. Additionally the authors suggested UK firms which work in construction projects in Gulf countries to consider cultural adaptation programmes for their employees.

As it can be seen from these examples, with the impact of globalization and internationalization on construction projects, adaptation to the host country’s culture as well as cultural diversity of labour force is causing many communicative and managerial challenges for the construction professionals. The interactions of these multicultural project parties cause many problems and disputes, which eventually affect the progress and success of these projects. Cross-cultural leadership theories investigate these cultural interactions and their effects on leadership styles. Under this section, a brief review of these studies will be given. First, implicit theories will be explained and then Project GLOBE and its findings will be presented. Following this, leadership styles across cultures will be investigated and finally transformational and transactional leadership concepts will be defined.

4.2 Implicit Leadership Theories

Due to different ideas of individuals about characteristics of a leader and leadership concept, they generate their own theories for leadership. In this respect, implicit leadership theories indicate to the general attitudes of a leader and follower's expectations towards their leader (Eden and Leviatan, 1975). According to Shaw (1990), implicit theories are perceptive structures or prototypes which people use for understanding, analyzing and acting upon certain attitudes and situations. This claim is backed up by Lord and Maher's (1984) statement which asserts that the perception of individuals establish a ground for social and influential authority of leaders even though the leadership cognitions and evaluations of these people might not be exact and true.

Implicit leadership theories are used for defining qualifications and cognitions of leadership concept (Lord et al., 1984; Offerman et al., 1994). Indeed, perceptual classification of individuals is shown as the best way to show implicit leadership theories where the individual compares, categorizes, finds similarities and differences (Phillips and Lord, 1981). Individuals have a leader template in their mind and when they perceive certain characteristics of these templates, they match and sometimes dissociate other people with this leader image; correspondingly their attitudes will be changing towards this matching process (Foti and Luch, 1992).

Jackson (1995) states, different cultures exhibit various unique leader models and images which indicate to implicit leadership theories' dissemination across cultures. As mentioned before, since the collective level of a mind set, which constitutes the large portion of an individual's worldview, is learned from culture-specific aspects such as symbols, heroes, rituals and values; cultural background of that individual affects his/her perceptions about the social life. It can be presumed that cognitions about leader models and qualities differ widely in various cultures. This idea is further credited by Hunt, et al.'s (1990) statement which claims that culture of a society strongly influences the constitution of implicit leadership concepts and eventually leadership templates of that specific culture. Also it is asserted that in countries with singular and strong cultural background, these leadership templates are quite widespread and very similar; yet in countries with multiple and weak cultural backgrounds, these models diversify.

In a research that has been conducted on European nations about their leadership styles showed that specific leadership styles were more popular in certain countries and viewpoint of these countries' leaders were persistent on their style even if another style is more adequate; which indicated to implicit leadership concepts of those countries were influenced by their culture. In this research, authors classified different behavioural patterns of leaders into four groups. UK leaders fell into the 'leading from front' group which is a pragmatic attitude that puts emphasis on learning by experiencing and does not focus on theories much (Kakabadse et al., 1995). In another in-depth research, the perceptions of Anglo cluster managers and subordinates where also UK resides showed that work associated 'Equality' values are important. This indicates to acquired job position is more important than given job position and leaders are assumed as just and objective in their evaluations. On the other hand, Near East European cluster where Turkey resides showed that 'Hierarchy' is more valued. This indicates to given job positions are more important than acquired ones and subordinates expect a power gap and paternalistic behaviour from their leader (Smith et al., 1996). Also in another research on Iran, Kuwait, Turkey and Qatar it has been seen that apart from the cultural perception, the implicit leadership cognitions are more aligned with the organizational cultures. It shows that both Turkish and Arabian leaders are perceived as charismatic and encouraging as well as focused on prospective strategies and progress. They are assumed as caring for their cultures, customs and values but also innovators therewithal (Kabasakal and Dastmalchian, 2001).

Due to all these reasons, implicit leadership theories and their relationship with culture are quite emphasized in cross-cultural studies and mentioned frequently. It is an important concept to understand the variation of leadership concept across cultures. Also the first step of cross-cultural leadership is to understand the differences in leadership perceptions to adapt and customize managers' leadership styles according to the requirements of the host country. In other terms, knowledge about specific cultural differentiations in leadership models may make it easier to forecast probable issues in multicultural project environments. Especially in the international construction projects in which the host country, labour force and staff group are often from various countries, knowing the cognitions of each project party would bring a great advantage in interrelations and building an authority.

4.3 Project GLOBE

The world GLOBE stands as an acronym for Global Leadership and Organizational Behaviour Effectiveness research which is one of the most wide-ranging and comprehensive studies in the cross-cultural literature. It has been conducted by 170 researchers from all over the world and they collected data for 10 years on more than 17.000 managers from 62 different cultures. The aim was to develop a leadership theory by gathering qualitative data of cultural aspects of nations. Based upon this information, qualitative analyses of questionnaires have been resolved to forecast the influence of cultures on leadership behaviours, organizations and performance of both. Moreover, the study aimed to find out if there are any globally effective leadership styles and organizational procedures and the reactions for negligence of the cultural values regarding to leadership styles (Javidan et al., 2006).

First, the previous researches, especially Hofstede (1984), Kluckhohn and Strodtbeck (1961) and Trompenaars and Hampden-Turner's (1998) culture and value orientation ideas are reviewed and in the light of such information, nine new dimensions of culture has been prepared. These dimensions were classifying and differentiating cultures of different nations, especially in means of leadership. Management focused classification distinguished these dimensions despite their similarities to previously predetermined cultural aspects of other famous researchers. Also unlike Hofstede's cultural dimension evaluation for each country, this study clustered national cultures into ten different groups where UK lay fell into Anglo group while Turkey is included in Middle Eastern group. In contrast, Hofstede (1984) grouped Arabian Gulf countries as Arab Countries and evaluated Turkey and UK by themselves. The nine cultural dimensions of Project GLOBE are:

- **Performance orientation:** It indicates to attitude of a culture in means of awarding and emboldening to individuals or subordinates in case of good performance or development. Countries that scored high on this dimension encourage practicing and training.
- **Assertiveness:** It indicates to viewpoint of a culture to being overconfident, aggressive and challenging. Cultures with high scores on assertiveness tend to

feel more rivalry in working life, whereas cultures with low scores are more synergetic and commitment oriented.

- **Future orientation:** It indicates to encouragement tendency of a culture to future oriented attitude such as making projections, planning and postponing momentary satisfactions. Companies and leaders with high scores on future orientation are prone to do more strategic planning towards future projections and long term objectives but also they lack risk taking and hesitant in decisions. On the other hand cultures with low scores are less methodical and more open to opportunities and risk accepting in their decisions.
- **Humane orientation:** It indicates to encouragement level of a culture to people for showing good humane qualities such as being kind, devoted, self-sacrificing, just and charitable.
- **Institutional collectivism:** It indicates to the grade that culture emphasizes and supports communal activities and common sharing of resources. Leaders and organizations from cultures with high scores on this dimension encourage group works and reward their subordinates collectively. On the other hand, institutionally less collectivist countries support self-improvement and award personal successes.
- **In-group collectivism:** It indicates to the comfort degree of people of a culture to show commitment, honour and coherence with their group, company or society.
- **Gender egalitarianism:** It indicates to the attitude of a culture towards gender disparity. Male dominated cultures mostly tend to exhibit low on this score. Also, in countries with high gender egalitarianism scores, leaders and companies support innovation and variety of ideas as well as genders.
- **Power distance:** It indicates to the tendency of a society to expect unequal distribution of power. In countries with high power distance scores, there are many social and economical classifications of societies and leaders anticipate

discipline and control over their subordinates. Relationships and communication atmosphere in those cultures are mostly one directional.

- **Uncertainty avoidance:** It indicates to the tendency of a society to stick to the standards and methodologies to deal with unknowns and uncertainties. In countries with high uncertainty avoidance scores, societies are more prescriptive and rule based; they expect uniformity and consistency in their lives. Leaders and companies from high uncertainty avoidance cultures mostly implement detailed procedures and practices to cover every unpredictable element in their work and they are averse to risk taking. In contrast, low uncertainty cultures have less complex methodologies to follow and they are more at ease for taking risks which enables innovative ideas and opportunities (Javidan et al., 2006).

After the explanation of these cultural dimensions, Project GLOBE further investigated the cultural analysis and its link to Lord and Maher's (1991) implicit leadership theory by examining if these perceptive structures of leader would be common in different cultures. Since the theory was focusing on the shared cultural values and cognitions of superior leader prototype, it is named as culturally endorsed implicit leadership theory (CLT) in the context of GLOBE. The research about leadership conducted through a questionnaire with questions which contains enabling and obstructing statements about superior management. Also for CLT, the leadership qualities have been examined and simplified into 6 extensive global dimensions which facilitated a comparison and differentiation of leadership characteristics among various cultures.

- **Charismatic/Value Based:** This is a comprehensive leadership quality that indicates to the influential and encouraging characteristic of managers with high expectations on performances. This is an enabling dimension for superior leadership. UK executives have highest scores and Turkish and Arabian Gulf countries' executives have lowest scores in this dimension.
- **Team-oriented:** This is a leadership aspect which indicates to ability to gather teams and motivate them towards a common objective to accomplish tasks. This is an enabling dimension for superior leadership. UK executives have mid-range

scores and Turkish and Arabian Gulf countries' executives have lowest scores in this dimension.

- **Participative:** This leadership quality suggests to the tendency of leaders to let subordinates to involve in making and performing of a decision. This is an enabling dimension for superior leadership, yet there are significant differences among countries. While UK executive have the upper-mid range scores on this quality, Turkish and Arabian Gulf countries' executives have the lowest scores.
- **Humane-oriented:** This leadership attribution refers to the mercifulness and sensitiveness of leader as well as his/her encouraging and generous attitudes. This dimension is neither impeding nor facilitating in some cultures but in many of those it enables superior leadership. All UK, Turkish and Arabian Gulf countries' scores of executives are within the upper-mid range of this dimension.
- **Autonomous:** This leadership quality has not been mentioned in previous studies and it indicates to individualist behaviour of managers. This dimension has varying affects from obscuring to marginally enabling superior leadership in different cultures. All UK, Turkish and Arabian Gulf countries' scores of executives are within the mid range of this dimension.
- **Self-Protective:** This self-oriented leadership dimension has mentioned the first time in GLOBE Project also and it defines the degree of leader about providing his/her own safety. Also this dimension obscures superior leadership. While Turkish and Arabian Gulf countries' executives have quite high scores in this leadership dimension, UK executives remain in the middle range of the scores (Javidan et al., 2006).

These six generalized leader behaviours determine the globally acknowledged leader attitudes which obscure or facilitate supreme leadership performance. Considering the data from these quantitative analyses, qualitative researches and with the integration of several previous theories on implicit theories, culture, leadership and organization effectiveness (Hofstede, 1984; Lord and Maher, 1991; McClelland, 1985, Donaldson, 1993; Hickson et al., 1974); Project GLOBE came up with a 13 step theoretical

proposition about leaders' attitudes, cultural aspects, organizational factors and leadership effectiveness (Figure 4). In the context of this study, only related steps will be explained and other steps will be mentioned with a sentence.

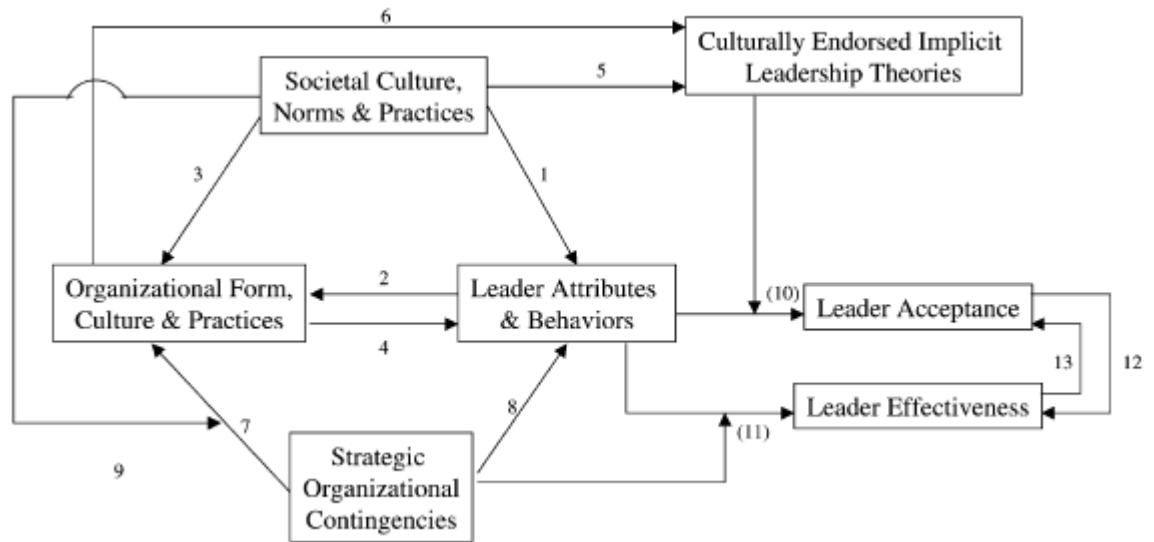


Fig. 4 Central Theoretical Model (House et al., 2002)

1. Cultural values and customs of societies influence leaders. Leaders are influenced by the values and customs of their own culture and their leadership behaviours often contain overtones of the society where they belong to. These behavioural patterns of leaders influence from top to bottom levels of executives which eventually affect the organizational models and procedures as well. Therefore, variety of cultures brings a number of different leadership attitudes and at the same time different leadership expectations from other cultures (Kopelman, 1990).
2. Leadership influences organizational culture and procedures.
3. Cultural values and customs of different countries alter organizational methodologies.
4. At the same time, organizational culture and methodologies influence leadership attitudes.

5. & 6. Both culture of a nation and organizational culture and methodologies affect how people perceive CLTs.
7. & 8. Organizational uncertainties about strategic decisions alter organizational culture and structure as well as attitude and characteristics of leaders.
9. Cultural factors affect the link of organizational uncertainties and organizational culture and structure.
10. Culturally endorsed implicit leadership theories, leader attitudes and qualities affect authority and acceptance of a leader over a group. If characteristics of the leader are matching with the CLTs of that society, leader gets more easily accepted.
11. Performance of a leader is dependent on his/her own qualities as well as strategic organizational uncertainties.
12. & 13. Performance of a leader is dependent on acceptance degree by his/her followers. If a leader is accepted, it would be easier to have influence and sanction on subordinates. This statement is also valid the other way around. If the leader is influential and has the ability to show his/her authority over a group, eventually the leader will be accepted by the group members (House et al., 2002).

As it can be seen, project GLOBE has presented many factors that affect leadership attitudes and performance such as organizational uncertainties, acceptance by followers, organizational culture and culturally endorsed implicit leadership models. The interaction of these aforementioned phenomena shape and affect each other. This eventuates with 'behavioural leadership patterns' in different societal cultures. In the cross-cultural studies, project GLOBE has a significant place and importance for further investigation of cultural and managerial interrelations. On the next section, a more recent theory on leadership across cultures will be presented.

4.4 Transformational and Transactional Leadership

Transformational and transactional leadership phenomena have gained a lot of academic popularity in comprehension, investigation and categorization of leadership behaviours across cultures. As a matter of fact, in a research it is stated that the number of papers published only about transformational leadership theories in PsychINFO database between 1990 and 2003 has exceeded the number of all the remaining popular leadership studies (Judge and Piccolo, 2004).

4.4.1 Transformational Leadership

As a part of the “New Leadership” concept (Bryman, 1992), there have been many researches on transformational approach. Burns (1978) claimed that transformational leadership was concerning just the relationship between leaders and subordinates. He also asserted that transformational and transactional leadership concepts are two opposites of a single concept.

In the light of his conceptualized studies, Bass (1985) enhanced the theory and stated these two theories as different from each other. The theory has its sources in the personal qualities, ideas and ethics of leaders rather than the outcomes of leader-follower relationship. It is both stated by Burns (178) and Bass (1985) that transformational leaders manage groups according to their solid moral and value systems such as honesty, objectivity and fairness. These values are fundamental characteristics and rules of these leaders and cannot be changed or bent. Presentation of solid characteristics and base values facilitate these leaders to impress their followers by showing good qualities and exhibit a dignified stand. Therefore charismatic leadership and transformational leadership theories are often confused and used interchangeable due to their similarities.

As Weber (1947) indicated, charismatic leadership stands for defining an individual with outstanding or heroic personal qualities and with a prescriptive and authoritative character. Also House (1977) determines the same concept as an influential individual who is able to encourage and impress a group of people, stand out as a leader, motivate the group towards certain objectives and attain successful outcomes. Therefore it is

quite similar to the transformational leadership concept. On the other hand, Bass (1985) advocates that charismatic leadership concept refers to intrinsic qualities of a leader and it is included in transformational leadership but it cannot define the process by itself and because of that charisma is a dimension of transformational theory.

Also this theory concerns motivation of the subordinates as well as their requests and anxieties which enables better relationships (Chan and Chan, 2005; Moss et al., 2009). As Northouse (2007) stated, transformational leadership is the approach that merges individuals in a group and emphasizes the good communication and synergy which eventually results as encouragement, commitment and practice of morals both from the leaders and subordinates. Leaders who are showing transformational characteristics are often in communication with their subordinates rather than having a one-directional relationship. Transformational leaders are conscious of the requests and problems of subordinates and have tendency to help and encourage followers to show their own maximum work performance. Leader's personal ideas, characteristics and ethics take the precedence in leader-follower relationships. This fosters the charismatic leader image in the eyes of subordinates. Eventually the followers esteem and feel confident and faithful towards their leader which stimulates them to show extra performance which is often beyond the projected levels (Bass, 1985; Katz and Kahn, 1978).

Another important aspect of transformational leaders is they are particularly capable of taking risks and implementing radical changes in project and organization objectives, culture and perceptions (Muller and Turner, 2009). This feature of transformational leadership facilitates them to adapt different cultures and changing environments which is a must in cross-cultural project management. Additionally transformational leadership encourages creativity and supports finding alternative ways to solve an issue (Cacioppe, 1997). Instead of managing short-term tasks by close monitoring and control practices and sanctions to direct subordinates, this leadership methodology focuses on enabling communication with the followers; emphasizes the importance of certain baselines, morals and ideas; represents the big picture and long-term objectives and motivates the team towards these aims in the ever-changing environment of construction projects.

Other than improvement of the transactional theory, Bass (1985) defined four dimensions of transformational leadership in order to elaborate the behavioural patterns of these leaders. These dimensions are as stated below.

- **Charisma:** This dimension is also named as '*idealized influence*'. Charisma indicates to leader's ability to facilitate a vision and create a perception of objectives on subordinates (Bass, 1985). It can be defined as the process that excites strong and influential feelings on the followers which turn into envy, respect and trust on them. Thus, subordinates start to identify themselves with their leader. Charismatic leaders are confident, determined and eager to take risks and they stimulate and motivate their followers (Karip, 1998; Yammarino and Bass, 1990).
- **Inspirational motivation:** This dimension is the ability of the leader to be an exemplary model for followers and to express inspirational ideas in order to create vision and self-assurance. Leader uses certain symbols and vocal skills to motivate his/her subordinates towards challenges, imbues them with optimistic ideas and creates group consciousness while defining the tasks. These encouraging messages of leader inspire subordinates and internally motivate them towards creativity. (Bass, 1985; Akbaba-Altun, 2003).
- **Intellectual stimulation:** With this type of behaviour leaders attain the attention of subordinates by pushing them towards many challenging issues and tasks and inculcate them to look at these issues or complications from a different point of view to come up with new creative resolutions (Bass and Avolio, 1990). Also intellectual stimulation raises consciousness of subordinates about project issues, limits of their ideas and creativity and additionally helps them to identify their morals and judgements. Eventually, interpretation and perception of followers shape and they come up with alternative solutions to issues (Yammarino and Bass, 1990).
- **Individualized consideration:** This dimension indicates to the degree of leader's consideration of each subordinate's requests and complaints by getting feedback regularly and leader's ability to deal with these needs (Bass and

Avolio, 1990). Leaders that exhibit this kind of behaviour make the distribution of tasks according to new experience opportunities of subordinates; help them to attain their full potential. Also these leaders treat their subordinates as individuals rather than mere members of the labour force or staff group (Karip, 1998; Yammarino and Bass, 1990). It is also stated that individualized consideration attitude resembles aforementioned people-oriented leadership concept of 'Ohio State behavioural leadership approach' (Bryman, 1992).

There are a few researches on transformational leadership theory in construction industry. According to Enshassi and Burgess' (1991) research on construction superintendents in the Middle East, performance of the labour force is exceedingly dependent on leadership style of the construction manager. Also a research indicated that to improve the efficiency and quality of work performance of the project team, transformational leadership might be a good option to use instead of conventional management methodologies in construction projects (Kissi et al., 2013).

Karakitapoğlu and Gümüşlüoğlu's (2013) research on transformational leadership styles, out of four subcategories, benevolent paternalism was the most frequently exhibited transformational leadership style in Turkey. These results indicated to effect and influence of culture on implementation of various leadership models.

In Limsila and Ogunlana's (2008) research, the link between project progression efficiency and leadership attitude has been investigated with a study that has been conducted on construction companies in Thailand. The results of the research showed that charisma / idealized influence and inspirational motivation dimensions have increased the work performance of the subordinates. Additionally, McColl-Kennedy and Anderson claimed that, transformational leaders that aim to stimulate subordinates' creativity and awaken their full potential are especially treating their workers with individualized consideration attitude (2002).

4.4.2 Transactional Leadership

Transactional leadership is a leadership style in which prosecution of works and obedience to authority and given orders is awarded and punished by the leader. It indicates to the trades between the leader and followers that affect both sides mutually therefore both sides obtain benefits or harm eventually (Yukl, 2013). Basically, transactional leadership process relies on bestowing something to subordinates in order to gain something needed. It necessitates a relationship where both sides are interdependent to each other and every act is considered and awarded or punished by leader (Kellerman, 1984). In such a case, leader is prepotent and effective since leader has the authority to apply sanctions on subordinates therefore obedience is more favourable for subordinates.

Leader concentrates on monitoring the performance of subordinates, project objectives and task progresses; any fluctuation in progress is examined carefully and award and punishments are judged accordingly. This exchange system shapes the process to a methodological way, where the poor performance is punished until progress results change into good performance. For emergency and critical situations as well as particular management needing projects, transactional leadership is quite suitable (Odumeru and Ogbonna, 2013). Also Hargis et al. (2001) states an alternative way to manage and make things done by transactional leadership is to emphasizing the importance of task outcomes. Since the concentration of the management is on lower hierarchy, peculiar and demanding tasks can be managed more successfully. Efficient transactional leadership is conditional on the capabilities of leader to monitor the progress, observe the reactions and anticipations of subordinates to imposed sanctions, analyze and assay the degree of positive and negative enforcements (Kellerman, 1984).

Like many other researchers, Dienesch and Liden (1986) allege that the ‘trade’ notion in the definition of transactional leadership, which is simply trade of valued results, is not always the same. Most of the literature mentions of two levels of exchanges. For instance a study shows that there are both high-quality and low-quality transaction associations between the leader and subordinate. In this study it is mentioned that leaders that adopt an encouraging attitude and use high-quality assets such as emotional resources in their transactional leadership style work with same subordinates for a

longer time. On the other hand, workers who encounter with a leader that uses low-quality assets such as punitive contractual articles are more likely to leave sooner (Graen et al., 1982). Therefore it could be said that low-quality exchanges of assets are mostly interchange of services and rights and high-quality exchanges are the hinged upon emotional interrelation and mutual sensitivity of subordinates and leaders (Landy, 1985).

Also Burns (1978) and Bass (1985) came up with different levels of exchanges for transactional leadership. Burns proposed that different type of trades between leaders and subordinates are on a continuum between obvious such as tangible transactions, payment for hours worked to less apparent transactions which are intangible such as loyalty, admire, regards, and feeling confidence in each other. These intangible and less obvious transactions are called modal values which build bridges between leader and follower while they are trying to fulfil requests of each other. Based on these, the obvious (lower order) trades hinge upon the leader's ability to manage tangible assets such as wage increases, grants and subsidies. Therefore if leader does not manage those commodities skilfully or does not have control on them at all; leaders authority and negotiation power reduces (Yukl, 2013). Moreover, since the control of less obvious (high order) exchanges are in control of the leader, transactional leadership enables leader to use them appropriately to improve the efficiency of workers.

Bass (1985) evolved the theory and came up with a two dimensional approach to transactional leadership. These dimensions are:

- **Contingent reward:** This type of transactional leader first defines the organizational goals and projected performance and progress levels. When the subordinates show outstanding outcomes, finish the tasks on-time or even earlier than the deadline or exceed the projected performance levels, leader awards them. The motivation and satisfaction of the subordinates is dependent on the match of rewards and their self-interests (Yukl, 2013). The contingent reward behaviour examples of the transactional leaders can be presented as showing support to the subordinates in return to their effort, defining the methodologies and people in authority that would help to achieve certain performance

objectives and in exchange for the subordinate's endeavour, satisfying the individual needs of these employees (Karip, 1998).

- **Management-by-exception:** This dimension of transactional leadership consists of two sorts of management which are active and passive. When transactional leader uses management by exception, first leader defines the project standards and desired progress rate and monitors the task operations and progress and interferes with the process when there is a problem or the project standards are not achieved (Avolio et al., 1995). As long as the adopted methodology works and subordinates reach desired standards and maintain a certain level of performance, leader refrains from giving commands. With active form of management by exception, leader puts the rules to use to avoid any mistakes, takes notes of these flaws and concentrates on the deflections from predetermined standards. With the passive form of management by exception, leader does not intervene until the deflections happen and disarrays become chronic problems. The difference of these two forms is while the leaders that are practicing passive type wait until irregularities are actualized; the active form transactional leaders closely follow the divergence from standards to take a corrective action (Hater and Bass, 1988).

There is also another type that has been derived from the work of Lewin et al. (1939) and added afterwards, especially for the questionnaires:

- **Laissez-faire:** This leadership type is expressed as 'hands off' leadership and it is an extreme version of passive leadership attitude. Most of the time it eventuates with lack of progress, efficiency, motivation and commitment. In laissez-faire leadership, control is totally given to the subordinates where everyone is responsible for their work. Leader does not give commands or involve in decision making phases, only helps when it is requested by subordinates. In many cases, this type is mentioned as non-existence of a leadership (Avolio et al., 1995).

Transactional leadership is more focused with short term tasks and operations instead of long-term strategies or future projections. Transactional leaders focus on specifying the

project objectives and descriptively explain the methodology, project conditions and authority. Generally they adopt several transactional practices like contingent reward or active and passive management by exception to respond supportively or in a punitive manner depending on the performance of subordinates. In Bass's researches it is stated that contingent reward is rather more influential and efficient in order to enable better work performance and project progress since the reward/punishment takes role as an encouraging element on workers commitment and motivation. In brief, transactional leadership utilizes the concept of exchange of elements like tangible rewards such as promises about rises in salary and premiums as well as intangible which might be trust and admiration for carrying out certain tasks, achieving project objectives and saving precious time.

4.4.3 Researches on Transformational and Transactional Leadership and MLQ

In many researches, transformational and transactional leadership is examined separately; more specifically transformational leadership is taken into consideration by itself and transactional leadership is contrasted to transformational leadership. Sunindijo (148) looked for the relationship between transformational leadership, political skills and emotional intelligence in construction industry with a quantitative approach. The results of his studies showed self-leadership, ability to influence and managing relationships are the three antecedent elements of a good transformational leadership practice. On the other hand, due to short time periods of construction projects and different backgrounds of stakeholders; lack of relationship management in transformational methods is emphasized. Bottomley et al.'s (2014) research developed a theoretical model for an effective leader by relying it on four different behavioural aspects of transformational leaders. Also Pillai and Williams (2004) examined the correlation of motivational attitude of transformational leadership to promote collaboration and self-sufficiency with the group performances and commitment and found out that transformational leadership was quite effectual for improving group performance and dedication of team members through encouraging self-sufficiency and cooperation.

As an example to studies that are contrasting these two leadership styles; in another research, the interrelation of trust and moral concordance with the outcomes of transformational and transactional leadership on subordinate performance is investigated (Jung and Avolio, 2000). The research findings indicated that while the transactional leadership only had indirect influence on the work performance of subordinates, transformational leadership had both direct and indirect impact related with the moral concordance and trust. On the other this study drew the attention to transformational leadership's trade-off effect on quantity and quality; with the motivational effect of transformational leadership on thinking long-term strategies and innovation, subordinates were concentrating on quality and conceding from work progress or in other words, quantity.

Another study by Hamstra et al. (2011) on focused on the transformational and transactional leaderships' correlations with subordinates' goal achievement tendencies, turnover intentions and performance of the organizations. The outcomes of the study showed that subordinates with lower turnover intentions were negatively affect from transactional leadership since the focus was on work performance and project progress. Also workers that have promotion expectations as their goals are negatively affected by transformational leadership since rewards and punishments are not used by this type of leaders. These examples indicated to the missing qualities of both leadership styles when they are used solely.

Bass (1985) was the first researcher to mention this idea. As stated before, unlike Burns (1978), he approached to transactional and transformational leadership as seperate attitudes of leadership rather than two contrasting concepts. Furthermore, in many of his researches, Bass and his associates alleged that a leader can be both transformational and transactional and most importantly the effective leaders are the ones that has the ability to adopt both of these leadership behaviours (Bass and Avolio, 1993; Bass, 1985; Bass and Avolio, 1990; Avolio et al., 1995). The numbers of citations of these studies show the acceptance of this proposition in literature.

4.4.4 Multifactor Leadership Questionnaire (MLQ)

With this newly explored comprehensive perception to the leadership and also relying on the previous theories of charisma and contingent reinforcement, Bass (1985) developed a tool called Multifactor Leadership Questionnaire (MLQ) to measure the transformational and transactional leadership behaviours of leaders. There have been several researches that examined the validity of MLQ survey with meta-analyses and empirical tests (Bass, 1997). After that, based on the recommendations of various researchers, MLQ had gone through a couple of further improvements and revisions by Bass and his colleagues (Hater and Bass, 1988; Bass and Avolio, 1990; Bass and Avolio, 1993; Avolio et al.; 1995, Bass and Avolio, 1997).

The MLQ survey had transformed into various forms during these refinements such as MLQ 1, 5, 5X, 5R and 6S. Also Den Hartog et al. (1997) developed a different version called MLQ – 8Y especially for a research that has been conducted in Netherlands. Tejeda et al (2001) also defines MLQ as one of the most commonly used tools in academic history to measure multifactor leadership.

Bass and Avolio articulated the word “Multifactor” to create a comprehensive model to define leadership styles as well as their relations with different elements such as trust, follower performance, dedication and ethical perceptions. In the theory, the aforementioned transformational, transactional and laissez-faire styles are congregated and in various forms of the questionnaire, the forenamed dimensions of each leadership style are embedded to this tool. In the context of this study, MLQ 6S version will be used and further explained in the methodology part.

4.4.5 Transformational – Transactional Leadership and MLQ Across Cultures

A reason for the increasing popularity of transformational and transactional leadership theories as well as MLQ tests in many academic researches was the universality of these theories. One of the key reasons of this arises from the nature of leadership concept. Leadership is a universal concept and there are no societies on the world without a perception to leadership (Bass, 1997). Even though the leadership phenomenon varies

with the diversity of cultures, the globalization of industries eventually brings about the preservation of the certain baselines of leadership perceptions and behavioural patterns. Also the transactional and transformational leadership theories can be applied for the definition of national behaviours. Bass (1997) bolsters this idea by proposing self-interest and moral rules of diplomatic phenomena are actually transformational and transactional. Furthermore, he claims that Britain's political isolation approach was transactional and Europe's reaction to the slavery was transformational.

There are three main propositions that are used in the development of theories by Bass and Avolio (1997) which are actualized in various countries to indicate to the universality and variety of these ideas.

The first indicative justification was the ranking of leadership styles in means of efficiency, performance and contentedness. The hierarchy of the leadership styles from highest to lowest in these classifications are transformational leadership styles, contingent reward, active and passive management by exception and laissez-faire. Supporting evidence was found in many studies that are conducted with the MLQ test on executives in Indian, Spanish, Japanese, Austrian, Singaporean, Chinese and many other cultures and organizations (Bass, 1997).

The second universal justification shows that while drawing a conclusion from the leadership styles, transformational leadership dimensions add to the transactional leadership dimensions but the opposite way is not applicable. This corollary is proved with various analyses on executives from American, Canadian, Indian and several other cultural backgrounds which promote the functional universality of the theory in different forms.

The third proposition claims that archetypes about outstanding leadership demonstrate the qualities of transformational leadership across cultures. This hypothesis is further credited by Bass and Avolio (1990) in the research of Full Range of Leadership Development which is conducted on Spanish, South African, Swedish, Israeli, Canadian and participants from various other cultures. Results of the research were almost stably showing transformational patterns. Furthermore, as a supporting example, a research based upon MLQ showed that both Taiwanese and Chinese people prefer

transformational leadership (Singer and Singer, 1990). Also in another research American students have listed the preferred qualities of a leader and the results were quite similar to MLQ's depicted transformational leadership characteristics (Bass, 1997).

These three baseline propositions of the theory behind MLQ test might be universal but in various cultures and nationalities the perceptions about leadership styles of individuals as well as leaders might be different. As stated by Bass (1997), the interrelations and deviations of styles and average values of analyses might slightly differ from each other but the general outline of the outcomes are all the same in different cultures.

Additionally it should be stated that, despite the universality of transformational and transactional leadership models and MLQ test, none of the previous researches has investigated adopted leadership styles of British and Turkish leaders in the context of construction projects in Arab countries.

4.5 Adjustment of Leaders to International Construction Project Environments

With the increasing internationalization of construction industry as well as other sectors, projects started becoming more dependent on the effective collaboration of employees from all levels of hierarchy and different cultural backgrounds. Govindarajan and Gupta (2001) define this multi-cultural team as a group of people from various nationalities who collaborate towards a goal of an international project in different cultures. As a matter of course, managing a complex and risk containing working environment in a foreign country gets affected by working with multi-cultural project teams from different foreign companies.

In the academic literature from human resources and organizational psychology theories, many researches advocated that due to the gathering of different perspectives, skills, cognitions, qualities and ability to suggest alternative ways to solve problems, teams from diverse cultural backgrounds are more productive than uniform, single cultural teams (Maznevski and Di Stefano, 2000; McLeod et al., 1996).

On the other hand, along with the advantages of working with multicultural project teams, there are potential disadvantages of cultural variety in management and coherence of teams. O'Reilly et al.'s (1989) study claims that less social integration of a group might cause many problems such as difficulties in communication of individuals, low concordance and trust issues which often results in stress, disputes and commitment problems among the team members. These issues affect the workers on the individual level by depressing them and decreasing their dedication and motivation towards the project objectives. Also Adler states that these cultural differences may lead to segregation and stereotyping between these teams which would obstruct the collaboration and intercommunication of the team (2007). Eventually the management of these teams becomes far more complex than managing culturally uniform teams. In order for a construction project team to successfully perform their tasks, work towards the ultimate project goals and overcome the complications, it is a must to achieve a good communication environment and ensure the satisfaction and motivation of the team; otherwise project success and quality might fall into danger.

Therefore, to overcome all these possible negative outcomes of working with individuals from various cultural backgrounds; adjustment of the expatriate project executives to the customs, values and perceptions of host country and labour force is excessively important. Comprehension of cultural aspects and making the right deductions and decisions relying on cultural values is essential for successful decision making and good management in international projects (Black et al., 1991).

The adjustment of executives can be defined as their comfort level managing in an expatriate leader position in the host country. While early studies showed cross-cultural adjustment as a single concept, Black et al. has changed the ideas about adjustment and demonstrated three dimensions of adjustment as; to the work; to the relation with host country's individuals and to the overall life conditions (1991).

In the study of Puck et al. (2008) on expatriate managers' adjustment, several factors which affect the cultural adaptation of executives have been demonstrated. Some of these factors are:

- Working experience with a multicultural team:

Giving the foreknowledge to new employees before they start to a new job helps for adaptation to the organization and the work. Therefore it can be said that experience of leaders in managing multicultural project teams in international projects would give them foreknowledge of possible complexities that would arise in such projects so they can adjust more easily by developing tactics, adopting the suitable leadership styles, etc. As a matter of course, resemblance of the recent project and past experience would affect adjustment of the manager positively since the complexities would be easier to anticipate and adjustments can be made more efficiently. Also by trying different leadership styles in their previous experiences, leaders may adjust easier to new projects with pre-developed strategies.

- Cultural sensitivity

Working in an international construction with a multicultural project team means a large variety of cultures, traditions, norms and values will be taking an important role in relationships among the team. Managing the relationships, creating harmony and good communication environments in the team for steadily progressing projects are some of the duties of the managerial positions. To accomplish such assignments, leaders should be culturally sensitive and flexible, adjusting easily to the multicultural context of the construction project. Expatriate managers that can comprehend the cultural differences between subordinates and adopt appropriate leadership and behavioural patterns are the ones who can adjust to the environment and be successful leaders.

- Commitment to the team

Having a bond or feeling comfortable with the existing team also affects the adjustment of manager. If the manager has faith in the team and their ability to overcome obscurities and finish the project in time, adaptation of the leader will be easier.

- Intention to complete the project

This dimension is significantly related with the commitment to the team and culture of the host country. As stated by Gregersen and Black (1990) also, leaders' intention to stay and complete the project affects the adaptation to relationship with the host society culture and working environment positively.

- Satisfaction

As stated by Shaffer and Harrison (1999), adjustment of the expatriate managers is dependent on feeling comfortable with the working team, feeling gratified by the performance and overall conditions of the team.

Puck et al. (2008) created a questionnaire based upon these factors to examine the adjustment degree of expatriate managers while working with multicultural project teams. All of the factors of Puck et al.'s research are not demonstrated since some of them are found to be irrelevant with the scope of the study and hard to examine by a survey question. Also the questionnaire used in the scope of this dissertation is arranged accordingly. Further explanation about this questionnaire will be given in the methodology part.

4.6 Gap of Knowledge and Hypothesis Development

Several gaps in knowledge have been pointed out throughout the paper. In this part these gaps will be summed up and with the appropriate proposals, a few hypotheses will be developed.

As stated before in several parts of this literature review, there are many academic studies written on the Hofstede values of British, Turkish and Arab cultures, transformational and transactional leadership styles of managers from these countries, adjustment of these expatriate managers and vertical and horizontal individualism and collectivism of leaders. Some of those researches also compared differences in the

attitudes or responses of British, Turkish and Arab managers on these aforementioned topics.

In this paper, with the adequate background information on foreign dependent construction industry of Arab nations and cross-cultural leadership methodologies have lead to identification of a gap in knowledge. UK and Turkey are two important actors in the Middle East which often take role in managerial positions in construction projects. Notwithstanding, none of the previous researches investigated or compared the cross-cultural leadership of British and Turkish leaders in the context of construction projects in Arab countries. Therefore it is important to do a comparison in leadership styles, adjustment abilities of leaders and their self-construal perceptions.

Presentation of a variety of topics showed that there might be significant differences among the approaches of UK and Turkish leaders. Especially similarities of Turkish and Arab countries' cultural dimensions and on the contrary, high contrast of British dimensions created an epistemological backdrop for a number of hypotheses.

In the Chapter 1, several questions are raised in order to develop an argument for the study. Among these questions, these two questions that are stated below queried the differences in leadership methodologies and styles of leaders from these two distinctive cultures:

1. What are the differences between Turkish and British leadership methodologies in the context of construction projects in Arab countries?
2. How those leadership methodologies vary according to cultural differences?

This questioning is followed by relevant review of the literature and from these reviews, in the light of these questions, following first five hypotheses are developed.

As stated before, best leadership practices across cultures necessitate the implementation of both transformational and transactional leadership methodologies. In such a case it can be assumed that:

Hypothesis #1 – Both Turkish and UK construction executives use both transformational and transactional leadership models at the same time.

On the other hand since Turkish culture shows more collectivist patterns than British culture and since transformational leadership has significant similarities with collectivism, it can be assumed that:

Hypothesis #2 – Turkish leaders use transformational leadership methodologies more than UK leaders.

Also inspirational motivation encourages followers towards expressing creative ideas and being self-reliant. Since British culture is highly individualistic and low on uncertainty avoidance dimensions, creativity and self-reliance is valued and supported. Therefore it can be said that:

Hypothesis #3 – UK leaders use ‘inspirational motivation’ methodology more than Turkish leaders.

Relationship and people-oriented attitude of leaders has been correlated to paternalistic approach of Turkish leaders, which is a derivative of transformational leadership due to cultural aspects. Therefore by looking at the resemblance of paternalistic leadership and individualized consideration, it can be assumed that:

Hypothesis # 4 – Turkish leaders use ‘individualized consideration’ methodology more than UK leaders.

Due to collectivism and paternalism in Turkish leadership and considering the use of contingent reward in paternalistic leadership, it can be said that:

Hypothesis # 5 – Turkish leaders use ‘contingent reward’ methodology more than UK leaders.

Moreover, regarding the following three questions, relevant academic and theoretical literature on adjustment is reviewed.

3. Which country's leaders are adjusting to working with multicultural project teams more easily?
4. Does the experience affect adjustment of leaders?
5. Do cultural backgrounds affect adjustment of leaders?

By combining the knowledge on culture from the literature review in chapter 2 with literature on expatriate managers' adjustment and its subfactors; in the light of these three questions hypotheses 6 and 7 are developed.

Also in case of adjustment of expatriate leaders, considering the common historical background and similarities in traditions, religion, customs as well as national culture dimensions of Turkey and Arab nations it can be said that:

Hypothesis # 6 – Turkish expatriate leaders adjust easier to the multicultural environment of construction projects in Arab countries than UK leaders.

Furthermore, as stated before, experience in management of MCPT in foreign countries makes adjustment easier. Therefore it can be assumed that:

Hypothesis # 7 – More experienced leaders of both countries adjust easier to the MCPT than less experienced leaders.

Considering the last question which was stated in chapter 1;

6. Does self-construal of leaders affect their leadership orientation?

and also in the light of the academic and theoretical information on national dimensions of Hofstede, cultural comparison of UK, Turkey and Arab countries, investigating INDCOL concept and capabilities of INDCOL scale and combining these with the cross-cultural leadership methodologies, the following three hypotheses are developed.

Another proposal on adjustment can be made on cultural sensitivity. Since UK is ethnically more diverse than Turkey, especially in the last 50 years, it can be assumed that:

Hypothesis # 8 – ‘Cultural sensitivity’ scores of British leaders are higher than Turkish leaders.

Moreover, when the correlation of trait theory, behavioural leadership, implicit leadership, and INDCOL research is investigated; leaders should have certain qualities and different perceptions than their followers to manage and motivate them. Also in behavioural sense, leaders should embody different attitudes and behave according to the situation to adapt the new environment.

On the other hand, verticality on individualism and collectivism continuum refers to orientation on hierarchies and differentiation of self from others, which is a quality of charismatic leadership. Therefore it can be supposed that:

Hypothesis # 9 – Both Turkish and British expatriate leaders will be on the vertical side of the individualism-collectivism continuum.

In case of INDCOL questionnaire; as stated before, verticality’s emphasis on hierarchy and differentiation of self from others is an indicator to charismatic leadership. Also transformational leadership’s ‘idealized influence’ methodology is a charisma-based leadership behaviour. Therefore it can be said that:

Hypothesis #10 – Leaders which show vertical patterns on the INDCOL scale have tendency to use ‘idealized influence’ more than other leaders.

All of these hypotheses will be tested in the data analysis part. By looking at the results of these hypotheses, comparisons on the cross-cultural leadership approaches of Turkish and UK leaders in construction projects in Arab countries will be made. According to these comparisons further recommendations to leaders of both countries will be given.

CHAPTER 5 - Methodology

5.1 Introduction

As stated by Saunders et al. (2009), method is an instrument and procedure to formalize the legitimacy and sensibleness of an issue, whereas a methodology is an outline that allocates the methods towards the investigation of these issues.

This chapter of the study demonstrates research aim and objectives, research design, data collection, survey participants, research strategy, limitations and ethical dimensions in a detailed manner to address the general aims of this study stated in Chapter 1 and also to fill the gap in knowledge by investigating the hypotheses that are stated at the end of literature review chapter.

5.2 Research Philosophy

According to Davies (2007), research philosophy defines the substantive ideology behind the approach to an issue such as positivism, realism, interpretivism, subjectivism etc.

As this study tries to identify and compare Turkish and UK leadership models, adjustment abilities, culture's influence on leaderships and correlations of all these mentioned elements, epistemological orientation of the research would be a combination of positivism and objectivism.

Positivism originates from being empirical, depending on facts that can be measured. The basic idea of positivism claims that all the information is acquired from tangible, observable happenings and anything other than analytical and rational arguments are transcendent and out of the scope of this research (Davies, 2007). In this study's case, 'logical positivism' will be being used since the hypotheses will be verified positively or negatively according to the acquired data in an 'objective' manner.

5.3 Research Design

This section reflects the logic behind the research and demonstrates the progression of phases which have been made as shown in Figure 5. The research consists of one main phase since only primary data will be used. Also the choice of research method will be mono-method due to utilization of only quantitative analysis.

The reason behind the usage of quantitative method originates from the main objectives of this study. As it can be seen from the title also, this research aims to compare all the findings by classifying them as Turkish or UK leader's tendency or characteristics. Especially these contrasts in geographical and socio-cultural differences canalize the methodology of this study towards comparisons and generalizations. To do that, a systematic approach should be used to process obtained quantitative empirical data. Hence, using a survey will enable to compare this information with a systematic methodology, generalize the participants of the survey to entire British and Turkish expatriate managers in similar contexts and test predefined hypotheses (London School of Economics, 2010).

In the introduction of the study, by defining the background information, importance of construction projects is emphasized and by asking necessary questions, the areas that should be concerned throughout the survey are reflected.

In the literature review part, by reviewing previous theoretical literature and many researches on similar subtopics, it is aimed to give necessary background information to the readers and stimulate them towards the elements that will be questioned in analysis part. Also another objective in this part was to develop several hypotheses in parallel with the aforementioned questions in introduction and to provide a basis for questioning these hypotheses' validity.

In data analysis part, empirical data that is obtained from surveys will be processed. Necessary classifications will be made. By analyzing all three questionnaires separately, statistical information will be acquired. Correlations between statistical data segments will be constructed. Also relationships of certain variables will be investigated. By

doing these, accuracy of hypotheses will be controlled. Additionally acceptability of the survey will be tested with appropriate calculations.

In the conclusion and further recommendations parts, questions that are asked in the introduction part will be answered. Several conclusions according to the results and correlations of the analysis will be drawn. Hypotheses will be affirmed or rejected. Also by classifying the obtained data in several ways and doing the purposeful correlations, new findings will be presented in this section. Additionally further recommendations for new researches will be suggested.

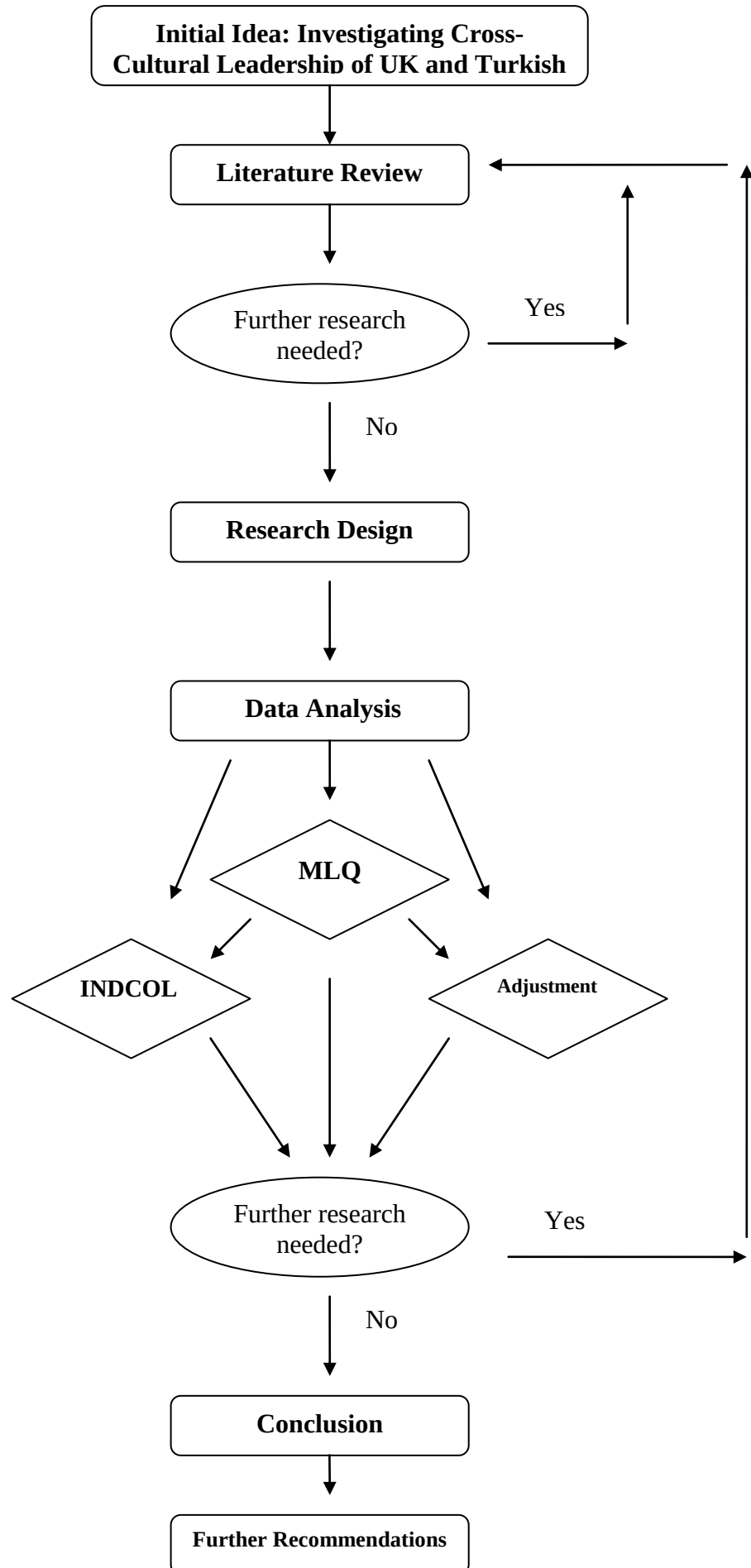


Fig. 5 -Progression of Research Phases

5.4 Research Plan

This research is designed as the quantitative analysis of a survey, correspondingly research findings will be based on empirical primary data. Only primary data will be used for the negative and positive justification of previous hypotheses and answering the questions stated in the first chapter.

The main idea in the preparation of survey was keeping it short, straightforward and appealing to the executives and at the same time asking appropriate, point shot questions which would help to acquire necessary information. Construction projects demand a significant amount of time and concentration of managers, thus; people in managerial positions would not have too much time to deal with off-duty occupations such as participating to a survey.

Survey consists of four pages and three main questionnaires which are MLQ-6S, INDCOL scale and Adjustment tests. Validity of questionnaires has been tested several times in other studies by meta-analyses and also these questionnaires are being used for a long time in many studies, therefore all three questionnaires are assumed as valid.

In the survey, each part of the questionnaire are separate from each other but in the analysis phase these will be analyzed as three different segments and then correlations between certain variables will be made. These segments are as follows:

5.4.1 Personal Information

On the first page of the survey, personal information of leaders such as age, sex, level of education, position of work, experience in that position and experience in projects in the Middle East are asked. This information will be helping to classify the leaders according to several classifications and do correlations. Especially, experience of leaders will be used for correlation in adjustment questionnaire which will answer the question 4 in introduction and query the relationship of experience and adjustment for hypothesis 7.

5.4.2 MLQ-6S

On the second page, well-known and widely being used MLQ-6S, which is a shortened version of MLQ-5X, based on Bass and Avolio's studies (1993, 1997, Avolio et al, 1995) to identify the transformational and transactional leadership models of leaders. This short version which consists of 21 questions is asked in order to keep the survey short. Each 3 question indicates to a methodology of transformational and transactional leadership. Within the questionnaire, every dimension is visited in a sequence of every seventh questions. For instance 1st, 8th and 15th question refers to 'idealized influence'.

First step will be classifying answers under 7 leadership methodologies by grouping each 3 relevant questions. After that, 4 methodologies of transformational and 2 methodologies of transactional leadership and non-leadership (laissez-faire) will be grouped. By looking at the distributions on these groups and comparing them, British and Turkish leaders' orientations will be identified which will clarify the hypotheses #1 and #2. Also the result distributions of singular methodologies out of these 7 such as inspirational motivation, individualized consideration and contingent reward will help to attest hypotheses #3, 4 and 5 positively or negatively. These results will give ideas about relationship of cultural attributes and leadership behaviours and at the same time answer question 1 and 2 which are stated in introduction. Cronbach's alpha values and further correlations of the data sets will be calculated by using SPSS to identify the internal consistency of questionnaire.

5.4.3 INDCOL Scale

On the third page, the second questionnaire is also another extensively being used tool; INDCOL scale's 16-item shortened version based on Triandis and Gelfand's research (1998) which is used for indentifying horizontality and verticality in individualism and collectivism dimensions. In the original version of this questionnaire, every dimension was credited with 4 question and these questions were clustered. So in order to avoid response bias, these dimensions are visited in a sequence of every fourth questions such as 1st, 5th, 9th, etc.

Primarily these sequenced questions will be classified under 4 dimensions of individualism and collectivism continuum. On the country level, these results will be compared. Also amount of vertical results to horizontal results will be compared. These comparisons will be testing hypothesis #9 and question 6 at the same time. Also correlation of INDCOL results with MLQ-6X will enable to find out the relationship of vertical-horizontal patterns with transformational-transactional leadership behaviours which will answer question 7 and assay hypothesis 10. Additionally Cronbach's alpha values and further correlations of the data sets will be calculated by using SPSS to identify the internal consistency of questionnaire.

5.4.4 Adjustment Questionnaire

On the fourth and last page of the questionnaire, based on Puck et al.'s (2008) research, 16 questions are asked to the respondents to investigate adjustment level of expatriate managers to working with a multicultural project team. In the original questionnaire there were more than 16 questions. On the other hand, questions on dimensions which are found to be unrelated by the researcher himself depending on the test of hypotheses are removed from this study's questionnaire. Also questions on organizational support and organizational rewards are out of scope of this study so they are not included as well. Since previous experience and age is asked before these two parts are not included. Finally, English proficiency part is found to be weak and pointless to ask in such a research questionnaire therefore it is removed also.

Additionally for this questionnaire's case, analysis and classifications of responses will be different than the original author's logic. Puck et al. (2008) has defined the first three questions as the indicators of degree of adjustment and rest of the questions are shown as antecedent factors of adjustment. On the other hand, as the nature of the questions is investigated and previous literature is reviewed, self-assessment of leaders on only three questions would not be enough. Besides, questions on other factors and these first three questions constitute a meaningful form; therefore evaluation of the responses will be including all questions. Only the cultural sensitivity questions will be used separately for a comparison and last question will be evaluated inversely.

In the analysis phase, all the answers will be statistically analyzed to see the correlation of adjustment and cultural background which will assay hypothesis #6 and answer question 3. As stated before, the results of ‘cultural sensitivity’ will be correlated with experience degrees of managers and this will assay hypothesis #7 and question 4. By comparing the answers of Turkish and British leaders for ‘cultural sensitivity’ questions, hypothesis # 8 will be queried and question 5 will be answered. Cronbach’s alpha values and further correlations of the data sets will be calculated by using SPSS to identify the internal consistency of questionnaire.

In all questionnaires, 5-point Likert-type scales are used and all questions have the same weight. For the magnitude estimations, in MLQ-6X, the answers are ranged from “not at all” to “frequently, if not always” and in INDCOL and Adjustment questionnaires, from “strongly disagree” to “strongly agree”.

The questionnaires are translated from English to Turkish in order to make it easier and faster for them to respond. The translations are also back translated and compared for validating the accuracy of translated questionnaires.

5.5 Data Collection

Necessary data for this study is collected through two different online survey websites. For Turkish leaders, www.surveymonkey.com; for UK leaders, www.surveey.com is used. Results of the data kept in the online databases of these websites. These surveys were self-administered, came with a cover letter that explains the objective, scope, target audience and anonymity of participants.

In order to get in touch to both Turkish and UK leaders, several different ways are used. Turkish companies such as TML and STFA Construction which are also in the top 250 international constructor list of ENR has been contacted via previous job connections and contacts of author. Also many different construction companies

To most of the leaders, information about the survey is given and requests are made via e-mails, telephone and meetings. By contacting to several previous connections of author, also some executives who work in ongoing projects of well known companies

such as a joint venture of Bechtel and ENKA and Tekfen Construction are involved in the survey.

To get in touch with British leaders, on APM's website www.apm.org.uk announcements have been made. Also help is requested from PMI with an email. Most of the UK companies that work in Arab countries are also informed via both telephone calls and emails. For further help to find more UK participants, author has contacted with the British Embassy in Ankara, Turkey and with their guidance, a 'mail shot' is requested from British Expertise. Since the names are kept anonymous, participants and ignoring companies are unknown.

5.6 Scope and Sample Group of the Survey

As the main objective of the study is to compare Turkish and British construction executives in different categorizations, sample group of survey was consisting of expatriate Turkish and UK construction executives who have experience in projects in the Middle Eastern countries. Participants are requested to fill the form if they are on any executive level in construction projects to stay within the scope of the project. On the homepage of survey, lowest executive level is defined as "Technical Office Chief / Structural Work Superintendent and above". Also in the job title question, the positions are defined as project manager, construction manager, structural superintendent, technical office chief and additionally "other" selection is added to find out any inconsistent positions with the description and eliminate the answers accordingly.

Additionally on the e-mails, participants are especially warned about "working experience in construction projects in Arab countries" and being either "British" or "Turkish" in order to achieve consistency with the description and stay in the scope of the study.

5.7 Limitations of Survey

There are several limitations and weaknesses about the survey. First of all, the survey is conducted on an online system so all the participants are assumed as they are answering

by themselves. There might be some executives who made other individuals fill the survey in their names.

In the course of preparation of questionnaires, the language and logic of the questions are kept as clear and as straightforward as possible but still there is the possibility that questions might have been misunderstood and this would cause misleading answers from participants.

Also each answer of the participants is optimistically assumed as genuine and reflects the truth. On the other hand, there is a probability that leader might have not paid too much attention and made up the answers.

Additionally since request for participants is published online on APM's website and also many e-mails are distributed to contacts that are found on construction companies' websites, people who do not suit to the description about the scope of participants might have participated in the survey. Therefore the results are assumed as filled by focused population.

Since the survey is kept in an online database, there is always a possibility of hacker attacks and alteration of survey results. Therefore analysis will be made with the assumption of unaltered answers.

Also due to short time period of preparation and concurrence with both Ramadan month and summer period, 15 British leaders and 39 Turkish leaders have participated in the survey and out of these participants, 11 British and 32 Turkish leaders have successfully finished the survey till the end. Therefore survey population might not be adequate to come up with definitive and concluding deductions and outcomes might not be valid.

Additionally since all three questionnaires are based on the perceptions of leaders about themselves so the reliability of these answers cannot be guaranteed.

Furthermore, MLQ 6S is the short version of MLQ-5X. Also INDCOL scale's 16 item shorter version is used. Additionally adjustability questionnaire is altered and shortened

in this study. The reason was as stated before, to keep the survey shorter in order to find more participants but this might affect the validity of survey outcomes.

5.8 Ethical Dimension of Survey

There might be ethical problems in all phases of the study such as literature review, methodology design, data collection or even in referencing parts. In author's case, during the preparation of this research, ethics are aimed to be applied in every stage of the study. For a research trust and confidentiality are very important aspects.

In order to ensure the participants' privacy rights are not violated, research is conducted in an ethical and confidential sense. Other than the good intentions, certain precautions are taken to avoid any unintended violations also.

Both in the home pages of the surveys and while contacting to participant candidates via e-mail, telephone or internet forums; their consents are ensured by informing them about privacy precautions. Names of the participants are kept anonymous. Also in the preparation of survey, any questions about organizations or projects that contributors take role are avoided to prevent possible confidentiality issues.

Also to avoid any unintended violations in data collection and to stick to the anonymity of participants, two survey websites are used. In the selection of these online surveying tools, in order to prevent any accidental loss of data or any malicious acts to the survey, reliability of these tools are investigated beforehand.

Finally, to officialise obedience of author to all ethical and confidential rules of researching, author has signed the ethics form which can be found in the Appendices chapter.

CHAPTER 6 – Data Analysis

In this chapter, results of the data analysis are presented and several findings in the light of these correlations and generalizations are given. In doing these correlations and statistical analysis, famous computer programmes such as MS Excel and SPSS are used. Also the results are associated with appropriate hypotheses and answered related questions of this study.

6.1 Demographic Distribution of the Survey Participants

To the survey of this study in research of relationship of cultural elements with leadership styles in projects abroad, 11 British and 32 Turkish construction executives have contributed, which was more than the intended number in total but the distribution of leaders according to countries were unbalanced.

6.1.1 Gender Distribution

The first thing that is noticed was male dominance in the survey participants. As it can be seen in Figure 6, out of 11 British leaders, 0 female leaders and out of 32 Turkish leaders only 1 female leader has attended to the survey.

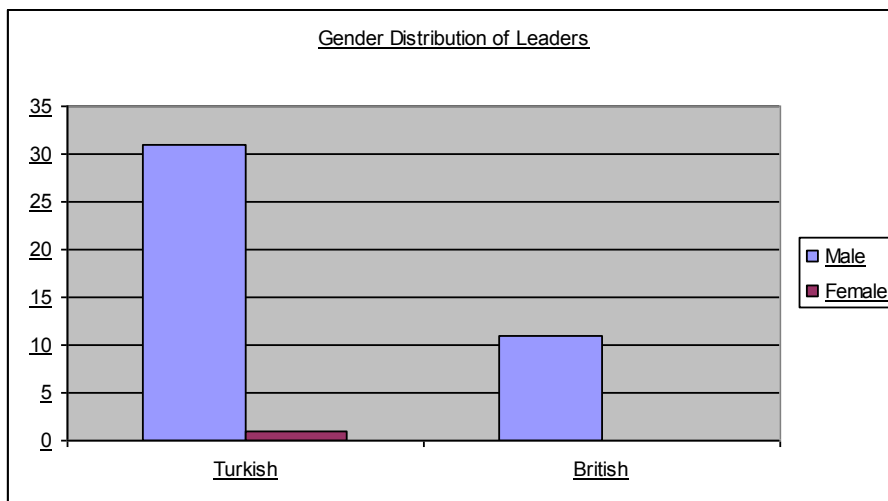


Fig. 6 – Gender Distribution of Leaders

As stated before among all three countries, Turkey was the lowest in masculinity and UK was the highest. As stated by Gale and Davison (2006) also, female employment in construction sector in UK is quite low due to hard working conditions of construction

industry, long working hours, social pressures about role of women in society and male dominance in working environments. Therefore most of the time, females prefer working in the office environments and in their home countries more than building sites and in projects abroad. Also as stated by Hofstede (1991) before, in masculine cultures, females are assumed with sensitivity and feminine traits and their focus are expected to be on a good life quality. Therefore females are not seen as equals in business life. In this sense, this demographic characteristic of the survey is in parallel with Gale's findings.

6.1.2 Age and Job Title Distribution

The age distributions of UK leaders are ranging from 26 to 63 and the average age is 47.5. On the other hand age distributions of Turkish leaders are ranging from 26 to 66 and the average age is 42.6. With a high probability, this might be caused by the imbalance in the number of participants from these two countries. On the other hand, similarity in maximum and minimum ages' of leaders indicates to dependency of advancements in job positions to certain ages which is quite common in collectivist cultures. As the correlation between the age distributions and job titles are constructed, this connection is seen more clearly.

Since the averages of ages are 47.5 and 42.6 for UK and Turkey respectively, positions of the executives before and after the ages of 48 and 43 are investigated. Project manager and above positions are assumed as upper management positions and construction manager and below is assumed as lower management positions.

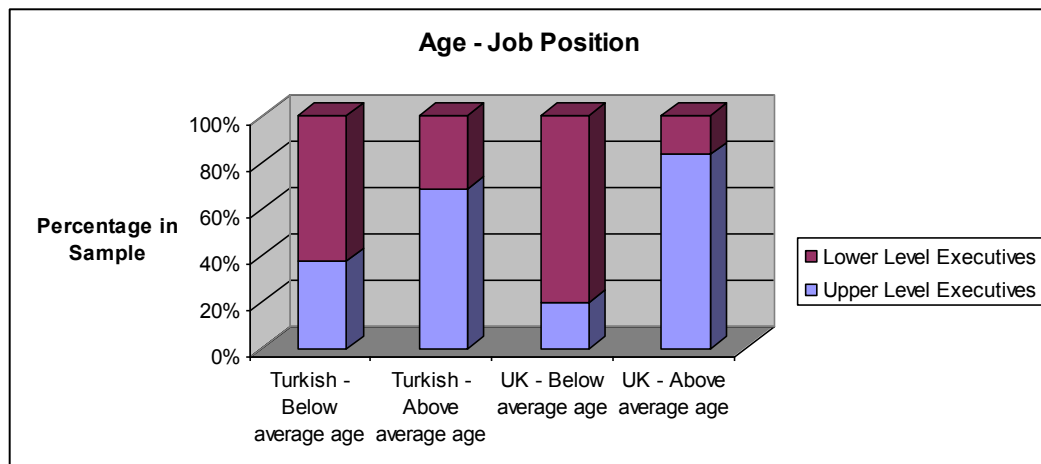


Fig. 7 Age – Job Position Distributions of Leaders

As it can be seen from Figure 7, both distributions seem quite similar to each other. Most of the upper executive positions are taken by leaders with higher ages in both countries' results. It is surprising to see such a result from UK leader's demography since UK is one of the most individualistic cultures in the world. On the other hand this might be caused due to low number of participants from UK. Also construction industry relies on the experience excessively, therefore organizations are advancing leaders regarding to their experience which is gained by spending years in the projects.

6.1.3 Level of Education

As the level of educations are compared, Turkish leaders' results show 3% Doctorate, %38 Master's and %59 Bachelor's degrees. At the same time, British leaders' results present %27 Doctorate, %55 Master's and %18 Bachelor's degrees.

According to these results and experience degrees of leaders, it can be said that Turkish construction industry and organizations value experience more than education for leadership across borders and their perception on development of leadership attributes is reliant to experience of the leader. For British construction industry and organization, the results show the opposite.

6.1.4 Experience in current job positions

For the experience in positions, author has designed the scale in years as multiples of 5 for classifying more easily. Both Turkish and British leaders have been mostly remaining in the classification of 5 years with %72 percent and %36 percent respectively. When the averages are compared, while Turkish leaders have an average of 7.8 years of experience in their current positions, British leaders have 14.1 years of experience. This can be explained by the high frequency of lower level Turkish leaders' participation as opposed to the high frequency of high level British leaders' participation in the survey.

6.1.5 Experience in projects in the Middle East

Similar to the experience in positions, for this question also the scale is prepared as multiples of 5 for easy classification. An interesting finding in this demographic characteristic was both British and Turkish leaders' majority, %55 and %59 respectively, have only 5 years of experience in construction projects in the Middle East. Also while Turkish leaders have 9.5 years of experience in average, British leaders have 10.9 years of experience. When the correlation of these results with the job titles is investigated, it is found that nearly all of the high level executives are clustered above the average experience years. This relationship is based on a logical explanation; organizations select their high level executives from managers that have more experience in projects in the Middle East. If so, that statement directs back to the question 4 and hypothesis 7 which argues the relationship of experience in projects the Middle East and adjustment abilities. This correlation will be made under Adjustment Questionnaire heading.

6.2 MLQ-6S

In the MLQ-6S test which is a shorter version of the MLQ-5X test which is developed by Bass and Avolio (1997) to define the transformational and transactional leadership tendencies of leaders, 21 items are used and each 3 question indicated to one of the leadership methodologies as stated below:

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration
- Contingent Reward
- Management by Exception
- Laissez-faire

First four methodologies indicate to a transformational leadership tendency and contingent reward and management by exception indicates to transactional leadership

tendency. Laissez-faire indicates to non-leadership which is basically leader is not doing what he/she should do.

In the analysis of MLQ-6S, primarily every three question that indicates to the leadership models mentioned above are clustered. In the questionnaire, respondents are asked to answer related questions on a Likert scale of 5 which ranges from “Not at all” to “Frequently, if not always”. These results are converted numerical values from 1 to 5. For British and Turkish respondents, two different Excel sheets are used to avoid any disorder. After that, results are transferred to SPSS, a widely being used statistical analysis program. In SPSS, internal consistencies of the results of both countries’ respondents are checked by defining Cronbach’s alpha values. Additionally, inter-item correlation matrix and item-total statistics tables are formed to see each question’s contribution to the consistency.

Reliability Statistics			Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,627	,669	21	,594	,699	21

Fig. 8 – Cronbach’s Alpha value of Turkish and UK leaders’ MLQ-6S results respectively

According to statistical reliability analysis of SPSS, Cronbach’s alpha value came out as 0.627 and 0.594 respectively with a 95% confidence level. As stated by Nunnally and Bernstein (1994), 0.7 and above is a good Cronbach’s alpha value for a reliable test. This indicates that it is not possible to say MLQ-6S results are highly reliable for strict decisions but still these results are acceptable by considering the small sample sizes; N=32 and N=11 respectively.

Also in the inter item- matrix (See: Appendix-A1&A2), several results are came out negative which indicates to not all the questions are measuring the same phenomenon; which is in this test’s case true. Additionally in item-total statistics table (See:

Appendix-B), by looking at the ‘corrected item-total correlation’ which is basically correlations of items and composite scores of all the remaining items, it is seen that there were many questions with scores above 0.2 and below 0.7 which answers the description of a good scale as stated by Ferketich (1991). This shows that results of the questions are justifiable, especially for British leaders’ answers.

6.2.1 Testing Hypothesis #1

After the justification of internal consistency of the tests, data from both leaders are compiled in the Excel sheets and grouped according to the relevant questions; means of each leadership methodology orientation degrees are calculated. After that, transformational and transactional leadership orientations of British and Turkish leaders are calculated by taking the average of relevant leadership orientation degrees.

The results showed that, Turkish leaders are using transformational leadership by 80.8% and transactional leadership by 79.9% of the time, whilst British leaders are using transformational leadership by 80.0% and transactional leadership by 77.0% of the time. Since both results are over 50 percents, it can be said that *“both Turkish and UK construction executives use both transformational and transactional leadership models at the same time”*, which approves the validity of hypothesis #1.

Many studies in cross-cultural researches have shown that relying on only transformational or only transactional leadership would eventuate with an insufficient management practice since there are many different situations where one is more efficient than the other (Bass and Avolio, 1993; Bass, 1985; Bass and Avolio, 1990; Avolio et al., 1995). As mentioned in the chapter 4, transformational leadership is successful in developing relationships with the subordinates, ensuring a good communication environment, taking risks and making radical changes in the construction projects by focusing on long-term goals rather than the short-term ones. On the other hand, transactional leadership is effective when project success is in danger in means of time or quality or when project is passing through a hard or challenging phase. Short-term orientation of these leaders will make sure the tasks are performed by close monitoring and rewarding systems.

6.2.2 **Testing Hypothesis #2**

Results of Turkish and British leaders in transformational and transactional leadership methodology adoptions also allowed testing and approving the hypothesis #2. The results showed that “*Turkish leaders are using transformational leadership methodologies more than UK*” which is just as stated in the hypothesis.

In theoretical knowledge, one of the key aspects of the transformational leadership is shown as being relationship-oriented rather than being task-oriented. These leaders give importance to the subordinates’ needs and their ideas, try to include them in decision making processes, encourage them towards innovative and creative thinking. Also collectivism is a more relationship-oriented culture and in theoretical literature review, collectivism trait has been found in transformational leaders.

On the other hand, relying on the data, Turkish leaders are using 80.8% transformational leadership models and British leaders are using 80.0%; as it can be seen, results are very similar. This might be explained by two different ways. Either British leaders who work abroad are more collectivistic or this similarity originates from the small sample size and by chance. Expatriate British leader’s individualism-collectivism scores will be clarified in the analysis of INDCOL results, which will clarify this subject also.

6.2.3 **Testing Hypothesis #3**

To compare the orientations of Turkish and British leaders in sub-branches of transformational and transactional leadership, in MS Excel averages of grouped questions are taken and to present the data visually, these values are shown on the graph as it can be seen in Figure 9 below.

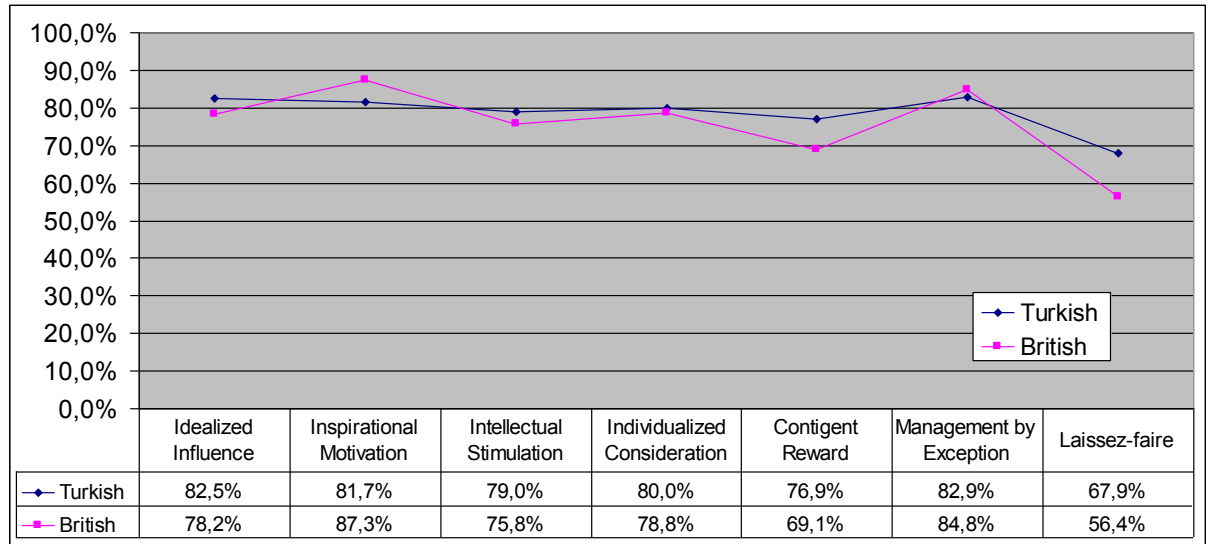


Fig. 9 – Transformational and Transactional Dimensions of Turkish and British Leaders

As the results of Turkish and British leaders on ‘inspirational motivation’ dimension, it is seen that British leaders are adopting inspirational motivation 87.3% of the time while Turkish leaders are using this method for 81.7% of the time. This result is clearly in parallel with hypothesis #3, which states that *“UK leaders use ‘inspirational motivation’ methodology more than Turkish leaders.”*

The reason for this is showed as high individualism and low uncertainty avoidance characteristics of UK culture in national culture dimensions. In the theoretical literature, it is highlighted as cultures that show low uncertainty and high individualism traits value creativity, productivity, self-reliance and innovation (The Hofstede Centre, 2010). Also in the definition of inspirational motivation, these leaders’ motivation towards creativity and self-assurance is emphasized (Burns, 1978; Bass, 1985) which is in line with definition of individualistic behaviour. Furthermore, as the Bloomberg’s Most Innovative Country research (2014) is investigated and checked with Hofstede’s (2010) online country comparisons, it has seen that most of the countries at the top of the list validate this result. So it can be said that such an example is another indicator for culture’s affect on leadership styles.

6.2.4 Testing Hypothesis #4

When the individualized consideration styles of Turkish and UK leaders are compared, Turkish leaders scored 80% on the MLQ-6S test while UK leaders were scoring 78.8% which approves the assumption “*Turkish leaders use ‘individualized consideration’ methodology more than UK leaders*” as stated in hypothesis #4. Even if the average of Turkish leaders’ score is larger than British leaders’ score, a larger gap was expected due to highly individualist characteristics of UK culture. This might be indicating UK construction leaders’ collectivism tendency on individual scale, since another resemblance is found in the assay of hypothesis #2 as it can be seen above.

Paternalistic orientation is found as the most popular leadership style among Turkish leaders which originate from the collectivist cultural attributes of Turkish culture where the leader is a fatherly figure for the followers (Aycan et al., 2000). By saying fatherly, it is meant that leader embodies autocratic attributes of a father for giving orders or directions to subordinates, expecting obedience from them and in return leader offers a compassionate, nurturant behaviour (Fikret Pasa et al., 2001). In Turkish culture, this behaviour stem from the father’s role in the family; father is ‘paterfamilias’, both dictating and benevolent at the same time; expects the cognition of hierarchical gap but listens to every members problems in the house.

Therefore this behaviour type resembles the definition of individualized consideration, where leader considers every follower’s needs, complaints and requests, tries to be in communication with every subordinate and also aims to deal their issues (Bass and Avolio, 1990). Also these leaders treat their follower more closely instead of just members of their project team; by knowing them closely, leader distributes project tasks to improve subordinates’ skills; like a father who cares for his children. In the theoretical literature review, this type of leadership is found similar to Ohio State Leadership Research’s behavioural leadership model also (Bryman, 1992).

6.2.5 Testing Hypothesis #5

As one of the transactional leadership styles, contingent reward scores of leaders are compared, it is found that Turkish construction executives scored 76.9% which is higher

than British leaders' 69.1% score on this type of leadership. This approved the hypothesis, "*Turkish leaders use 'contingent reward' methodology more than UK leaders.*" Actually in the preparation of the survey and the literature review, contingent reward methodology and individualized consideration are seen quite similar to each other.

Contingent reward is basically using tangible and intangible resources for rewarding and punishing the follower depending on their obedience to leader's autocracy. Leaders using this type of style award their workers when they show high performance or finish tasks in short time periods. On the contrary, when followers show low performance or take too much time to finish a task, leader punishes (Yukl, 2013). Awards and punishments might be wage increase/decrease or adding/cutting off per diems. Leader satisfies the needs of subordinates that show their full potential (Karip, 1998). All these characteristics can be resembled to paternalistic leader; a fatherly figure that expects obedience to his autocracy and in return takes care of his followers.

Also another reason that influenced author's decision on hypothesis was originating from widely-known Turkish construction jargons "götürü vermek" or in other words "kabala" which is originally an Arabic word. "Kabala" is a tool being used by Turkish leader. It is some kind of nuncupative subcontracting the task to a worker or a group of workers, where the workers have the responsibility for doing a predetermined task under any circumstances and if workers finish early, they are free to call it a day, as a reward. If they cannot finish, they have to stay until the end of the task as a punishment (Ankara Barosu, no date).

6.2.6 Further findings on MLQ-6S

When the highest scored dimension are investigated, it is seen that while British leaders have scored 87.3% on inspirational motivation style of transformational leadership, Turkish leaders have scored highest on the management by exception style of transactional leadership. This was contradictory since the comparison of transformational and transactional leadership of both countries showed that both Turkish and British leaders were excessively using transformational styles. More surprisingly British leaders' results were also quite high, second highest among seven

styles with the score of 84.8%. Management by exception is a two dimensional style which is adopted as either active or passive. In both types leader identifies project goals, quality standards and expected progress rates. In the implementation phase leader observes the processes and avoids giving directions unless an issue arises. Difference of active and passive management by exception is; in active form, leader takes the action before problems actualize and in passive form he/she takes action after problems happen (Avolio et al., 1995; Hater and Bass, 1988).

Also, both Turkish and UK leaders have scored above 50% for laissez-faire which is highlighted as a non-existence of a leadership in the theoretical literature. Leaders behave in such style lack efficiency, motivation and commitment to the project and their organizations; they totally give all the control to their subordinates and do not participate in decision making processes (Avolio et al., 1995). In order to find a reason, correlation of age and experience is checked on leaders that were scoring high on this dimension but no correlation is found.

6.3 Adjustment Questionnaire

In the adjustment questionnaire based on Puck et al.'s (2008) study, it is aimed to investigate adjustment degrees of leaders. The questionnaire's evaluation criterion is slightly changed and some questions are taken out while the remaining question forms are kept exactly the same word by word. Unlike the original version, rather than relating only first three questions to the adjustment levels, all the questions are considered for the evaluation. Also previous experience questions are taken out since this information is acquired in the personal information segment of the survey. Also English proficiency part is found irrelevant in such context so it is taken out as well. Since support and rewards segments were measuring organization related issues, these parts are found to be out of scope and taken out as well.

In the format that is used in this study's context, 16 items are used and all the questions are assumed as having the same weight. 'Cultural sensitivity' questions are additionally grouped to investigate further relations. Also for the measurement purposes, a Likert scale of 5 is used. Participants are asked to select the answers for the questions which

are ranging from “strongly disagree” to “strongly agree” which are later on converted to numerical values from 1 to 5.

In the analysis of Adjustment questionnaire, in two Excel sheets all the data are collected to avoid any disorder. For ease in evaluation the results of the last question, which was also stated as reverse coded in the original questionnaire, are converted inversely; “strongly disagree” results are evaluated as 5 and a “strongly agree” results are evaluated as 1. After that, results are used separately in the SPSS statistical analysis program to check the internal consistencies of Turkish and UK leaders’ answers by calculating their Cronbach’s alpha values. Additionally, inter-item correlation matrix and item-total statistics tables are formed to see each question’s contribution to the consistency.

Reliability Statistics			Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,732	,772	16	,884	,911	16

Fig.

10 – Cronbach’s Alpha value of Turkish and UK leaders’ Adjustment Questionnaire results respectively

According to statistical reliability analysis of SPSS, Cronbach’s alpha value came out as 0.732 and 0.884 respectively with a 95% confidence level as it can be seen above in Figure 10. Nunnally and Bernstein (1994) claimed that 0.7 and above indicates to a good consistency in the questionnaires and the results of both Turkish and UK leaders’ questionnaires came out larger than 0.7. It means that deductions from statistical analysis of these tests are justifiable and strongly acceptable.

Also in the inter item-matrix (See: Appendix-C1&C2), other than a few interrelations of questions, most of the results are high and positive. This means all the questions in the questionnaire are measuring the same phenomenon; which is in this test’s case true. Additionally in item-total statistics tables (See: Appendix-D), by looking at the ‘corrected item-total correlation’ which is basically correlations of items and composite

scores of all the remaining items, it is seen that majority of answers of the questions remained in the 0.2 to 0.7 range which is stated as an indicator of a good questionnaire by Ferketich (1991).

6.3.1 Testing Hypothesis #6

As hypothesis #6 it is stated that *‘Turkish expatriate leaders adjust easier to the multicultural environment of construction projects in Arab countries than UK leaders.’* In order to assay this hypothesis, primarily the data are clustered in two Excel sheets and after conversion from answers to ordinal weights and inverse evaluation of question 16, each participant’s total score is calculated and converted to a percentage value. Following this, the mean values of the averages are calculated for both countries’ leaders.

The results of the adjustment tests of Turkish and British leaders are found as 83.1% and 81.8% which approved the hypothesis #6 also.

This has been previously explained by the similarities in Turkish and Arab cultures. Societies of these two cultures have lived together more than five centuries together within Ottoman Empire and the relationship of two nations started in 8th century. Also both countries’ religions are Islam and Islam influences the life styles as well as perceptions of people abundantly. Additionally both countries live on the same geographies; even the languages are highly affected from each other. Turkish culture has witnessed adoption of Latin alphabet only for less than a hundred years but used Arabic alphabet more than a millennium. Consequently, there are many customs and traditions as well as cultural symbols, values and heroes that are similar and even sometimes the same in both cultures. Also similarity in Hofstede values verifies this similarity with statistical proofs.

Addition to all these aforementioned reasons, Arab countries have been one of the biggest international construction markets of Turkish construction industry. Therefore it can be said that Turkish leaders have the advantage of similarities in cultural backgrounds as well as know-how for the market penetration. In the light of these

objective reasons and statistical data, it is possible to say that a Turkish leader would adjust working with a multicultural team in a construction project in Arab countries.

On the other hand, as a matter of fact the gap between the results is found quite small in contrary to the expectations, considering the Hofstede (2010) values of UK and Turkey were quite contrasting while Turkey and Arab nations' values were quite similar. This indicates to further elements that affect the adjustment of expatriate managers working with multicultural teams in projects abroad which will be further investigated in the following hypotheses.

6.3.2 Testing Hypothesis #7

In order to analyze the relationship between experience of the leaders and their adjustment degrees, bivariate analysis of SPSS statistical analysis program is used. To select the test type among Pearson or Spearman, first normality of the values are checked by SPSS. In order to do that, data are transferred to SPSS and due to analytical and empirical approval of superiority of Shapiro-Wilk test over Kolmogorov-Smirnov test in the literature (Razali and Wah, 2011), Shapiro-Wilk results are analyzed.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Adjustment	,129	43	,070	,946	43	,042
Experience	,343	43	,000	,724	43	,000

a. Lilliefors Significance Correction

Fig.11 – Normality test of distribution of Adjustment and Experience Results

According to the test, if the significance values of variables are lower than the 0.05 confidence levels, the variables are non-normally distributed. As it can be seen from the Shapiro-Wilk results in Figure 10, $0.042 < 0.05$ and $0.000... < 0.05$ so statistically it can be said that these variables are non-normally distributed. This distribution can be seen visually in Figure 12 below:

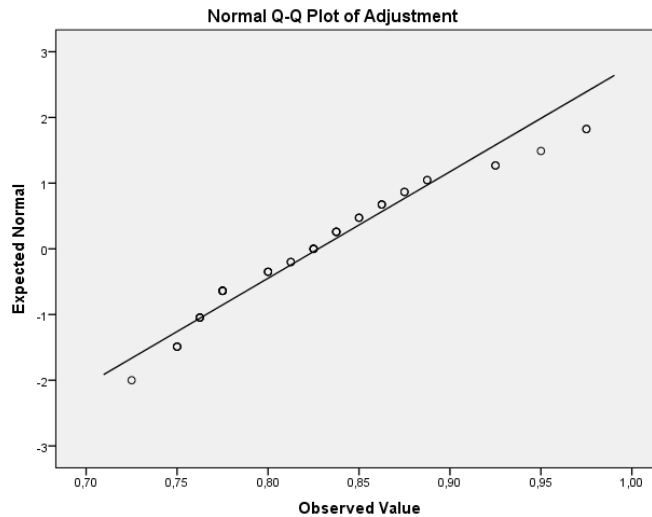


Fig.12- Data straying from linear distribution of Adjustment and Experience variables

Therefore due to non-linear distribution of variables, Spearman test is selected for correlation analysis and Spearman coefficient is calculated in the SPSS

Correlations

			Adjustment_De gree	Experience_in_ Middle_East
Spearman's rho	Adjustment_Degree	Correlation Coefficient	1,000	-,174
		Sig. (2-tailed)	.	,266
		N	43	43
	Experience_in_Middle_East	Correlation Coefficient	-,174	1,000
		Sig. (2-tailed)	,266	.
		N	43	43

Fig. 13 – Spearman correlation of Adjustment degree and Experience levels of leaders in Middle East

As it can be seen from the Figure 13, the correlation coefficient is found out as -0.174. Normally in the evaluation of Spearman correlation analysis, results range from -1 to 1 and as the correlation coefficient gets closer to both ends of the continuum; it means that correlation is stronger.

In the case of this correlation, -0.174 indicates to a relatively weak correlation between those two variables. Additionally since the coefficient is negative, the correlation is also

negative. In other words, according to the results of this survey, as the experience of leaders increase, adjustment degrees decrease which fails the hypothesis #7.

To do a double check, also the same adjustment levels are correlated with the ages of leaders and the coefficient is calculated as -0.115 which still indicated to negative weak correlation of ages of leaders and their adjustment degrees. However, it should be known that small group of participants might be affecting the results of the test. Since the internal consistencies are found to be quite good, the negative weak correlation of experience and their adjustment degrees are accepted.

Corrected hypothesis – New Theory – *Less experienced leaders of both countries adjust easier to working with the multicultural project team than more experienced leaders.*

The most reasonable justification for such a correlation could be; less experienced leaders are most probably more enthusiastic than more experienced leaders so their adjustment phase is easier.

6.3.3 Testing Hypothesis #8

As stated before, in this 16 item Adjustment questionnaire, 4 questions that were especially about cultural sensitivity are clustered to compare it between Turkish and UK leaders. In order to do that, in the two separate Excel sheets, these questions are separated and each participant's result is calculated in percentages. Following this, for each country, the mean values of percentages are calculated and compared.

While the results of the UK leaders were 88.2%, Turkish leaders have scored 85.9% in these questions. This indicates to the approval of the hypothesis #8 which was stated as “*‘Cultural sensitivity’ scores of British leaders are higher than Turkish leaders.*”

The similarity in culture might be an advantage for Turkish leaders to adapt to the new environment in Arab countries but as stated before, labour force will be a combination of nations with a vast majority from Sri Lanka, Bangladesh, Pakistan, India and Egypt (Abbas, 2010) which are all ex-colonies of UK. This culturally divergent environment

will necessitate a level of sensitivity from the leaders to adjust themselves and utilize cross-cultural leadership styles.

As mentioned in the literature review, After the World War II in 1950s, being in short of labour force, UK accepted immigration of many people from ex-colonies such as Indians, Pakistanis, Afro-Caribbeans and Bangladeshis which created a cultural diversity in UK. For more than 50 years these people have been living together. Also according to Office for National Statistics' 2011 population demographics, there are more than 8 million people from different ethnic groups which consist 13% of the population (Office for National Statistics, no date). Therefore in such conditions, cultural exchange and developing cultural sensitivity is inevitable.

On the other hand, Turkey is culturally even more diverse than UK. According to the population demographics of CIA World Fact Book, 70-75% of the population is Turkish, %18 is Kurdish and 7-12% consists of people from different ethnic groups (CIA, 2010). Yet, workers from these ethnicities constitute minor percentages of the labour force that works in construction projects in the Middle East. Therefore Turkish people do not have a common cultural background or a history with such cultures and as it is assumed, the test results have proved the hypothesis that was built in the light of the information from literature review.

6.4 INDCOL Questionnaire

In the survey prepared for this study, the short version of INDCOL questionnaire which is developed by Triandis and Gelfand (1998) is used in order to define the vertical and horizontal orientations of individuals on the individualism-collectivism continuum of UK and Turkish leaders. Both the long and short version of the questionnaire were being used in the literature (Chiou, 2001; Chung and Mallery, 1999) but normally scale was ranging from 1 to 9; this is changed for this study in order to make it consistent with the other questionnaires. Participants are asked to select the answers for the questions which are ranging from "strongly disagree" to "strongly agree". The questionnaire consists of 16 items with equal weights and each 4 question indicates one of the four dimensions of this aforementioned theory. These dimensions are as stated below:

- Horizontal Individualism
- Vertical Individualism
- Horizontal Collectivism
- Vertical Collectivism

In the analysis of INDCOL questionnaire answers, primarily every four question that indicates to the related dimensions are clustered in Excel sheets. British and Turkish respondents' answers are clustered in two different Excel sheets to avoid any disorder. After that, the verbal answers are converted to the ordinal numbers ranging from 1 to 5 and transferred to SPSS for statistical analysis. In SPSS, internal consistencies of the results of both countries' respondents are checked by defining Cronbach's alpha values. Additionally, inter-item correlation matrix and item-total statistics tables are formed to see each question's contribution to the consistency.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,591	,523	16

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,832	,812	16

Fig. 14 – Cronbach's Alpha value of Turkish and UK leaders' INDCOL Questionnaire results respectively

According to statistical reliability analysis of SPSS, Cronbach's alpha value came out as 0.591 and 0.832 respectively with a 95% confidence level as it can be seen in Figure 14. According to Nunally and Bernstein (1994), 0.7 and above Cronbach's alpha values indicate to a good and reliable tests. By looking at the results, Turkish leaders' INDCOL answers are slightly lacking internal consistency but this just indicates that these results are not highly reliable for strict decisions but still the results are acceptable since the alpha value is close to 0.7 and sample size of the Turkish leaders' questionnaire is N=32, which is quite small. Since the alpha values are not below 0.5, all of the questions are added to the evaluation.

Also in the inter item- matrix (See: Appendix-E1&E2), several results are came out negative which indicates to not all the questions are measuring the same phenomenon. In the case of this questionnaire this is a true finding, since each four question is measuring one of the four dimensions. Additionally in item-total statistics table (See: Appendix-F), by looking at the ‘corrected item-total correlation’ results which are basically correlations of items and composite scores of all the remaining items, it is seen that there were many questions with scores above 0.2 and below 0.7 which answers the description of a good scale as stated by Ferketich (1991). This shows that results of the questions are justifiable, especially for British leaders’ answers.

6.4.1 Testing Hypothesis #9

In order to test the hypothesis #9, relevant questions of each dimension is grouped under four dimensions which are mentioned above. After that, British and Turkish leaders’ horizontal and vertical individualism-collectivism results are calculated by finding the mean values of each dimension.

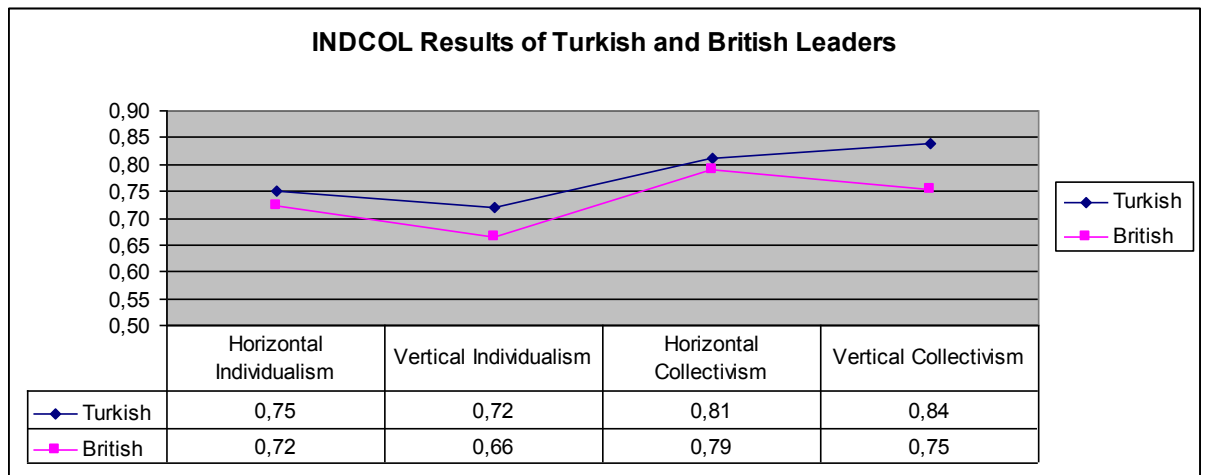


Fig.15 – INDICOL Results of Turkish and British Leaders

As it can be seen on Figure 15, results of both countries’ leaders presented a concurrency in between each other; results showed a resemblance in the distribution on x-y axis.

When the results of the questionnaires are compared and analyzed by looking at the highest scores on dimensions; while Turkish leaders are mostly vertically collectivist, British leaders are showing horizontal collectivist behaviour. This finding failed the hypothesis #9 since it was assumed that *“Both Turkish and British leaders will be on the vertical side of the continuum.”*

The reason for this assumption was found in the review of the literature. Triandis and Gelfand (1998) has found in their research that individualism-collectivism dimension of the Hofstede’s national dimensions (2010) was changing across cultures; for instance individualism of Sweden was different than the individualism of USA. Also INDCOL was changing from individual to individual as well. Individuals which were showing vertical behaviour were more achievement oriented, giving importance to hierarchy and social classes, promoting inequality and had intentions to see themselves different from others. Also individuals that were scoring high on horizontal dimensions were promoting equality, giving importance to freedom of people as well as themselves and these people did not have any intentions to be different than others (Cozma, 2011).

In the light of these information and previous theoretical literature review about leadership theories, it is assumed that verticality is similar to the attributes of charismatic leadership and therefore leaders of both countries should be on the vertical side of the scale. Since Hofstede’s (2010) widely accepted research on cultures identified that Turkish culture is a collectivistic culture and British culture was one of the most individualistic cultures on the world, these countries’ leaders were expected to have high vertical collectivism and vertical individualism scores respectively.

Surprisingly, while the results of Turkish leaders are came out just as expected, British leaders’ results showed diametrically opposed answers than the anticipated responses. Since the internal consistency of British leaders’ answers came out quite good, findings of this hypothesis is justifiable.

Corrected hypothesis – New Theory – *While Turkish expatriate leaders are more vertically oriented, British leaders are horizontally oriented.*

6.4.2 Testing Hypothesis #10

The main idea behind this correlation was based on the characteristics of verticality and idealized influence which is also known as charisma in the literature. Vertical people give importance to hierarchy, differentiation from others and importance of class differences which are also similar traits of charismatic leadership.

This similarity can be supported by House's (1977) study, which drew attention for the charismatic leaders' standing out traits. Also Weber (1947) identifies the charismatic leadership as definition of an individual that is different from the others in the group by personal qualities and authoritative features. In such a case being authoritative is found similar to giving importance to hierarchy.

In case of assaying the hypothesis, previously while analyzing MLQ-6S test (Figure 9), mean values of the 'idealized influence' dimensions of Turkish and British leaders were 82.5% and 78.2% respectively. Besides, in hypothesis #10 it is assumed that there is a positive correlation between leaders which show verticality of leaders and 'idealized influence' styles. It is seen that mean value comparison would not be enough to assay this correlation.

In order to test this hypothesis, a two-step correlation should be made since there are two vertical dimensions on sides of the continuum. Therefore first of all, vertical collectivism and vertical individualism results of both countries' leaders are compiled in an Excel sheet and for each participant their scores in vertical dimension are calculated. Following this, bivariate analysis of SPSS statistical analysis program is used. To select the adequate test type among Pearson or Spearman tests, normalities of data distributions are calculated for relationship of idealized influence with both vertical individualism and vertical collectivism separately in SPSS.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Idealized_Influence	,158	43	,009	,900	43	,001
Vertical_Individualism	,184	43	,001	,958	43	,115

a. Lilliefors Significance Correction

Fig.16 – Normality test of distribution of Idealized Influence and Vertical Individualism

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Idealized_Influence	,158	43	,009	,900	43	,001
Vertical_Collectivism	,141	43	,031	,919	43	,005

a. Lilliefors Significance Correction

Fig.17 – Normality test of distribution of Idealized Influence and Vertical Collectivism

As it can be seen in Figure 16 and 17, the Shapiro-Wilk results created a dilemma because ‘idealized influence’ and ‘vertical collectivism’ variables’ significances were below 0.05 which indicated to nonlinearity but in the contrary, ‘vertical individualism’ variables’ significance was above 0.05 and which indicated to linearity of the distributions. Therefore Kolmogorov-Smirnov values are investigated for first test and since both significance values of Kolmogorov-Smirnov test were below 0.05, both values are nonlinearly distributed. For this reason, as it can be seen below, two separate Spearman tests are conducted.

Correlations

			Idealized_Influence	Vertical_Individualism
Spearman's rho	Idealized_Influence	Correlation Coefficient	1,000	,019
		Sig. (2-tailed)	.	,903
		N	43	43
	Vertical_Individualism	Correlation Coefficient	,019	1,000
		Sig. (2-tailed)	,903	.
		N	43	43

Fig.18 - Spearman correlation of Idealized Influence and Vertical Individualism results of Turkish and British leaders

Correlations

			Idealized_Influence	Vertical_Collectivism
Spearman's rho	Idealized_Influence	Correlation Coefficient	1,000	,191
		Sig. (2-tailed)	.	,219
		N	43	43
	Vertical_Collectivism	Correlation Coefficient	,191	1,000
		Sig. (2-tailed)	,219	.
		N	43	43

Fig.19 - Spearman correlation of Idealized Influence and Vertical Collectivism results of Turkish and British leaders

Normally, Spearman coefficient varies from -1 to 1 and if the coefficient is close to both ends of the continuum, it indicates to either strong positive or negative correlations. As the calculated coefficients are analyzed, it is seen that even though both results are positive (Figure 18&19), the coefficients are quite close to 0, especially in the first test.

Therefore it can be said that hypothesis which states that “*Leaders which show vertical patterns on the INDCOL scale have tendency to use ‘idealized influence’ more than other leaders*” is approved.

On the other hand, it should be clarified that since 0.019 is such a small coefficient for the approval of a correlation, statistically there is a very weak correlation between vertical individualism and idealized influence. Additionally the statement which is approved is not justified with a strong statistical proof since the correlation coefficient remains quite low with a value of 0.191.

CHAPTER 7 - Conclusion

7.1 Conclusion

The study was set out to compare cross-cultural leadership styles of UK and Turkish leaders and to identify the factors affecting the selection of these styles in the context of construction projects in the Middle East. Also the study was sought to know the effects of culture on the selection of cross-cultural leadership style and advantages of Turkish and UK leaders over each other as they are working in these projects.

As a region containing many developing Arab countries which are rich in oil and lacking in technologies, Middle East bears many opportunities for the international construction companies. Also there are already many actively working Turkish and British construction firms. Since those two cultures are highly contrasting and Turkish culture is similar to Arab culture in many means, comparison and analysis of British and Turkish leaders' adopted leadership styles and these styles' sub-factors is quite important for identifying the inadequacies in their methodologies. This study sought to answer several questions in Chapter 1 to reveal these comparisons and analyses. In order to answer these questions, first systematically relevant academic and theoretical literature is reviewed in the literature review part. After that, in chapter 6, the main empirical findings are acquired with the analysis of the survey responses. Therefore it is useful to synthesize the findings for answering these aforementioned questions:

1. What are the differences between Turkish and British leadership methodologies in the context of construction projects in Arab countries?
2. How those leadership methodologies vary according to cultural differences?

Having regard to the deductions made according to the analysis of survey responses of Turkish and British leaders, it is found that both Turkish and UK leaders are using both transformational and transactional leadership actively when they are managing projects in Arab countries. On the other hand with a slight difference on the values it is found

that Turkish leaders are using transformational leadership more actively which is related to the collectivism patterns in Turkish culture.

When the other styles within transformational and transactional leadership methodologies are compared, it is found that UK leaders use inspirational motivation style more than Turkish leaders. This was also in parallel with the theoretical literature, where it is stated that in cultures with high individualism and low uncertainty avoidance values, creativity and innovative thinking is more valued and given more importance (The Hofstede Centre, 2010) which is in line with the definition of inspirational motivation dimension. Also the finding is justified with the control of this correlation (Bloomberg, 2014).

In usage of individualized consideration style, it is found that Turkish leaders are adopting this style slightly more than UK leaders. This is related with the popularity of paternalism (Rees-Caldwell and Pinnington, 2013) style among Turkish leaders which is a leadership style that stems from collectivist behaviour patterns (Aycan et al., 2000). On the other hand due to the short gap in the results, this finding is found moderately acceptable rather than a strongly justified statement.

In the usage of one of the transactional leadership styles, it is found that Turkish leaders are using contingent reward more than UK leaders. Reason for this finding is justified with the link to paternalism behaviours where the father is both rewarding and punishing (Aycan et al., 2000) which was in line with the definition of contingent reward style (Yukl, 2013; Karip, 1998). Also another justification is made by relating this leadership style to the utilization of a jargon and a tool called “Kabala” or “götürü vermek” which is specific for Turkish construction industry.

Further findings on laissez-faire style showed that both countries’ leaders are using this ‘non-leadership style’ which is seen as mistakes or wrong practices of leaders in literature (Avolio et al., 1995).

On the other hand it should be stated that the reliability of findings as answers to these questions are found to be not so strong due to the calculated internal consistencies of survey results about leadership styles.

3. Which country's leaders are adjusting to working with multicultural project teams more easily?
4. Does the experience affect adjustment of leaders?
5. Do cultural elements affect adjustment of leaders?

It is found that Turkish expatriate leaders are adjusting easier to the working with a multicultural project team in the context of construction projects in the Middle East. This is found as one of the most important proofs that show the influence of cultural background on the adjustment degrees of expatriate leaders since the reliability values of this data set was quite high. This is also found as an advantage of Turkish leaders over British leaders about managing in the Middle East.

Another interesting finding showed that, less experienced leaders of both countries are found to be adjusting easier than more experienced leaders. It is justified as; since less experienced leaders are more enthusiastic than more experienced leaders, this affects their adjustment level. This was more an assumption than a justification since no relevant literature is found about this finding but at the same time, high reliability values of this data set shows that this might be a new finding.

Also it is found that British leaders were culturally more sensitive than Turkish leaders. This finding is justified by relating cultural sensitivity to ethnical diversity of UK (Office for National Statistics, no date) and the fact that vast majority of the countries which consist labour force in construction projects in the Middle East are from ex-colonies (Abbas, 2010). This is also found as an advantage of British leaders over Turkish leaders about managing in the Middle East.

6. Do self construals of leaders affect their leadership orientation?

The findings showed that leaders which show vertical patterns on the individual level have more tendencies to use idealized influence style but at the same time this relation is found quite weak due to small correlation coefficients.

Also another finding showed that on the individual level, verticality is not an attribute of the leadership styles. On the other hand, analysis of the data that lead to this finding proved something different than expected also. British expatriate leaders define themselves as horizontally collectivistic which is diametrically opposed to previously mentioned attributes of British culture. Since the data set was highly consistent internally, it is accepted as a justifiable finding.

Even if these implications of the study are based on the findings, the limitations which the study encountered should be considered also. Primarily, it should be remembered that even though the survey findings are based on the quantitative analysis of the empirical data, the survey sample group was quite small therefore correlations and deductions of the research is cannot be accepted as decisive and ultimate statements. Additionally it should be remembered that there is always the probability of respondent bias and respondent error in the research results so a more comprehensive analysis on the same subject would clarify most of these issues. Also due to the fact that requests for the respondents have been published on several online platforms for professionals, reliability of the respondents are not certain; any person who enters these websites might have attended to the survey, which might affect the validity results. On the other hand it should also be remembered that all the precautions for these situations are taken as much as possible, so the results can be accepted without assuming that they are definitive.

The findings of the study conclude that cultural differences influence the selection of cross-cultural leadership of Turkish and UK leaders while they are managing multicultural project teams in the Middle East. These leaders adopt both transformational and transactional leadership actively but as the degrees of their utilizations are compared, some styles are being used more frequently than the others based on the cultural differences, values and characteristics of the society they belong to.

Moreover, since there is no correlation between the leadership styles and verticality and also considering quite weak correlation between verticality and idealized influence

style, it can be said those self construals of leaders do not affect their leadership orientation.

Also similarities in cultural aspects of the host country and project team affect the adjustability of expatriate leaders to the host country's environment and to working with the new team. In the context of adjustment to the new environment of international construction projects in the Middle East, Turkish leaders have the edge on UK leaders. On the other hand, in case of cultural sensitivity which is important in the relationships of managers with their subordinates, UK leaders have the advantage over Turkish leaders.

Considering the findings and implications of this research, Turkish and British construction executives which manage in Arab countries are recommended to first analyse the project environment, host country's culture as well as cultural diversity of the project team. Based upon their observations and their analysis in view of the project situation, they should select the appropriate leadership style which would work with their project team. Giving importance to the cultural differences and showing sensitivity to the values and traditions of the team and the host country would affect the coherence of leaders' within their project team and their adjustability to the new environment. This might enable a good communication with the subordinates, avoid many conflicts and eventually affect the efficiency of their management practices. Also, at the same time, considering the results of laissez-faire style, both Turkish and British expatriate leaders are advised to regulate their leadership styles. This style is defined as non-leadership in various different theoretical articles and it indicates that there are some missing and wrong methodologies in their managerial practices.

In addition to this, it is recommended for the British and Turkish international companies to consider joint ventures for the future projects. Such collaborations may enable both countries' leaders to reap benefits of each other's advantageous characteristics. In such cooperations, as British leaders can contribute with the encouragement of creativity and innovative thinking; close relationships within the team can be established by the paternalistic behaviour of Turkish leaders. Cultural sensitivity of British leaders may enable to develop more comprehensive and effective cross-cultural leadership approaches particularly for specific ethnic groups while acquaintance

of Turkish leaders to the culture of the host society might fasten the adjustment phases, avoid disputes in the project team and improve communication with the stakeholders of the projects.

Therefore collaborations might be in favour of both companies and it would also enable transfer of previously tested and developed cross-cultural leadership practices and know-how about these projects, which would improve efficiencies and strength of both UK and Turkish international construction companies' in the Middle Eastern construction market.

7.2 Further Recommendations

This research is the first step towards investigating the cross-cultural leadership behaviours of Turkish and British leaders in the context of the construction projects in the Middle East. Also as mentioned before, the sample size of the quantitative analysis was quite small. Therefore future researches on this topic should address each of the limitations while conducting the research on a large sample group.

Also the INDCOL scale questionnaire should be used in a further research on Turkish and British leaders since the responses for this questionnaire did not show a high internal consistency and the results did not justify any relationship with leadership but these results may be like this due to limitations of the research.

Finally in the future researches, the relationship of experience and adjustment should be reconsidered since the results of the survey could not be justified by empirical data on literature and at the same time, the data sets showed good levels of internal consistency.

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9. Appendices

APPENDIX – A1 – TURKISH LEADERS' MLQ-6S – INTER ITEM MATRIX

Inter-Item Correlation Matrix

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16	q17	q18	q19	q20	q21
q1	1,000	,266	,143	,194	,254	,013	,103	,292	,056	,012	-,238	,230	-,135	,187	-,242	,233	,000	-,088	,103	,193	,104
q2	,266	1,000	,221	,030	,089	,275	,431	,212	,091	,242	,002	,002	,014	,106	-,143	,259	-,073	-,118	,425	,009	,065
q3	,143	,221	1,000	-,129	,272	,074	,043	,118	,216	,255	-,050	,009	,170	,110	-,080	-,006	-,056	,000	,031	,033	-,059
q4	,194	,030	-,129	1,000	,229	,225	,130	,289	-,070	-,186	-,032	-,032	,106	-,199	,227	,074	,056	,452	,179	,099	-,076
q5	,254	,089	,272	,229	1,000	,314	,012	,275	-,030	,276	-,014	,132	,204	-,113	,167	-,051	-,045	,146	,009	,066	,345
q6	,013	,275	,074	,225	,314	1,000	,371	,203	,099	,240	,125	,045	,263	-,177	,175	,288	,075	,241	,422	-,029	,305
q7	,103	,431	,043	,130	,012	,371	1,000	,330	,641	,327	,067	,067	,172	,014	-,178	,182	,053	-,085	,416	,037	,088
q8	,292	,212	,118	,289	,275	,203	,330	1,000	,269	,260	,148	,046	,419	,194	,147	,266	-,333	,154	,385	-,077	,267
q9	,056	,091	,216	-,070	-,030	,099	,641	,269	1,000	,319	,021	,407	,171	,439	-,231	-,027	-,090	,073	,153	-,209	-,018
q10	,012	,242	,255	-,186	,276	,240	,327	,260	,319	1,000	,603	-,031	,026	,121	,246	,361	-,263	-,106	,272	-,109	,148
q11	-,238	,002	-,050	-,032	-,014	,125	,067	,148	,021	,603	1,000	-,188	,185	-,146	,495	,088	-,576	,000	-,054	-,095	-,065
q12	,230	,002	,009	-,032	,132	,045	,067	,046	,407	-,031	-,188	1,000	,185	,460	-,191	-,246	-,082	,000	,131	-,199	,200
q13	-,135	,014	,170	,106	,204	,263	,172	,419	,171	,026	,185	,185	1,000	,243	-,003	-,269	-,281	,388	-,015	,098	,136
q14	,187	,106	,110	-,199	-,113	-,177	,014	,194	,439	,121	-,146	,460	,243	1,000	-,176	-,213	-,243	,065	,091	,044	,200
q15	-,242	-,143	-,080	,227	,167	,175	-,178	,147	-,231	,246	,495	-,191	-,003	-,176	1,000	-,092	-,214	,086	-,050	-,069	,115
q16	,233	,259	-,006	,074	-,051	,288	,182	,266	-,027	,361	,088	-,246	-,269	-,213	-,092	1,000	-,062	,000	,446	-,240	,097
q17	,000	-,073	-,056	,056	-,045	,075	,053	-,333	-,090	-,263	-,576	-,082	-,281	-,243	-,214	-,062	1,000	,124	,116	,193	-,106
q18	-,088	-,118	,000	,452	,146	,241	-,085	,154	,073	-,106	,000	,000	,388	,065	,086	,000	,124	1,000	,093	,078	,114
q19	,103	,425	,031	,179	,009	,422	,416	,385	,153	,272	-,054	,131	-,015	,091	-,050	,446	,116	,093	1,000	,100	,366
q20	,193	,009	,033	,099	,066	-,029	,037	-,077	-,209	-,109	-,095	-,199	,098	,044	-,069	-,240	,193	,078	,100	1,000	,215
q21	,104	,065	-,059	-,076	,345	,305	,088	,267	-,018	,148	-,065	,200	,136	,200	,115	,097	-,106	,114	,366	,215	1,000

APPENDIX – A2 – UK LEADERS' MLQ-6S – INTER ITEM MATRIX**Inter-Item Correlation Matrix**

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16	q17	q18	q19	q20	q21
q1	1,000	,029	,090	-,092	-,136	-,111	,468	,100	,273	,289	-,437	-,403	-,216	,386	,019	,507	,008	-,293	,393	,000	,098
q2	,029	1,000	,363	,375	-,123	,479	,155	,686	,607	,375	,571	,436	,601	,239	,649	-,194	-,456	,501	-,029	-,339	,100
q3	,090	,363	1,000	,559	-,022	,428	,230	,549	,206	,354	,383	,256	,239	,307	,236	,029	,015	,418	,336	-,303	,067
q4	-,092	,375	,559	1,000	-,255	,766	,714	,664	,512	,633	,686	,193	,575	,287	,422	,336	-,690	,160	-,289	-,812	-,210
q5	-,136	-,123	-,022	-,255	1,000	,188	-,431	-,113	-,167	-,147	-,224	-,106	,052	-,352	-,255	-,203	,179	,236	,011	,398	-,579
q6	-,111	,479	,428	,766	,188	1,000	,526	,553	,754	,638	,547	,115	,640	,114	,466	,247	-,748	,512	-,332	-,707	-,574
q7	,468	,155	,230	,714	-,431	,526	1,000	,535	,667	,790	,196	-,066	,257	,534	,468	,763	-,697	-,257	-,293	-,837	-,117
q8	,100	,686	,549	,664	-,113	,553	,535	1,000	,540	,770	,505	,652	,492	,638	,702	,149	-,545	,039	-,375	-,684	,029
q9	,273	,607	,206	,512	-,167	,754	,667	,540	1,000	,777	,347	,040	,570	,275	,746	,407	-,735	,298	-,273	-,711	-,282
q10	,289	,375	,354	,633	-,147	,638	,790	,770	,777	1,000	,345	,281	,501	,528	,689	,430	-,618	-,134	-,500	-,790	-,283
q11	-,437	,571	,383	,686	-,224	,547	,196	,505	,347	,345	1,000	,344	,554	,137	,371	-,314	-,363	,286	-,289	-,484	-,257
q12	-,403	,436	,256	,193	-,106	,115	-,066	,652	,040	,281	,344	1,000	,185	,460	,391	-,373	-,188	,080	-,514	-,326	,259
q13	-,216	,601	,239	,575	,052	,640	,257	,492	,570	,501	,554	,185	1,000	-,295	,509	-,069	-,609	,375	-,293	-,362	-,234
q14	,386	,239	,307	,287	-,352	,114	,534	,638	,275	,528	,137	,460	-,295	1,000	,368	,293	-,195	-,319	-,235	-,566	,155
q15	,019	,649	,236	,422	-,255	,466	,468	,702	,746	,689	,371	,391	,509	,368	1,000	,335	-,528	,087	-,328	-,659	,154
q16	,507	-,194	,029	,336	-,203	,247	,763	,149	,407	,430	-,314	-,373	-,069	,293	,335	1,000	-,420	-,311	-,015	-,524	,052
q17	,008	-,456	,015	-,690	,179	-,748	-,697	-,545	-,735	-,618	-,363	-,188	-,609	-,195	-,528	-,420	1,000	-,157	,571	,793	,241
q18	-,293	,501	,418	,160	,236	,512	-,257	,039	,298	-,134	,286	,080	,375	-,319	,087	-,311	-,157	1,000	,293	,000	-,134
q19	,393	-,029	,336	-,289	,011	-,332	-,293	-,375	-,273	-,500	-,289	-,514	-,293	-,235	-,328	-,015	,571	,293	1,000	,547	,346
q20	,000	-,339	-,303	-,812	,398	-,707	-,837	-,684	-,711	-,790	-,484	-,326	-,362	-,566	-,659	-,524	,793	,000	,547	1,000	,135
q21	,098	,100	,067	-,210	-,579	-,574	-,117	,029	-,282	-,283	-,257	,259	-,234	,155	,154	,052	,241	-,134	,346	,135	1,000

APPENDIX – B –TURKISH and UK LEADERS' MLQ -6S – ITEM TOTAL RESULTS RESPECTIVELY**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	78,3125	25,319	,228	,671	,614
q2	78,2813	25,499	,303	,569	,610
q3	78,9063	25,701	,172	,497	,620
q4	78,4688	25,612	,189	,657	,618
q5	78,7188	23,951	,349	,752	,597
q6	78,4375	24,706	,488	,595	,595
q7	78,5625	23,931	,432	,877	,590
q8	78,6563	22,814	,545	,744	,572
q9	78,8125	24,093	,327	,878	,600
q10	78,4375	24,706	,417	,888	,598
q11	78,7188	26,660	-,021	,889	,649
q12	78,7188	25,047	,167	,694	,623
q13	79,1875	23,835	,304	,784	,603
q14	78,7500	24,968	,171	,811	,622
q15	78,4063	26,830	-,008	,623	,640
q16	78,1875	26,415	,082	,793	,629
q17	78,6250	29,081	-,274	,763	,686
q18	78,6250	25,468	,248	,679	,613
q19	78,2500	23,935	,487	,725	,587
q20	79,9063	26,410	,036	,573	,637
q21	79,5313	22,967	,341	,606	,596

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	75,7273	38,218	,159	.	,589
q2	75,4545	36,873	,719	.	,541
q3	75,7273	36,618	,670	.	,540
q4	74,9091	36,891	,553	.	,546
q5	75,0909	44,291	-,316	.	,631
q6	75,5455	36,873	,468	.	,550
q7	75,3636	35,655	,448	.	,544
q8	76,0000	32,200	,830	.	,486
q9	75,9091	33,891	,579	.	,520
q10	75,1818	34,964	,654	.	,524
q11	75,4545	37,473	,304	.	,566
q12	76,1818	37,764	,207	.	,580
q13	75,8182	36,564	,352	.	,558
q14	76,0000	35,200	,403	.	,546
q15	76,4545	34,673	,665	.	,521
q16	75,0000	40,400	,181	.	,586
q17	76,0000	48,800	-,553	.	,683
q18	74,9091	40,491	,176	.	,586
q19	76,3636	42,855	-,153	.	,639
q20	77,5455	51,673	-,698	.	,706
q21	76,2727	41,418	-,079	.	,636

APPENDIX – C1 –TURKISH LEADERS’ ADJUSTMENT QUESTIONNAIRE - INTER ITEM MATRIX**Inter-Item Correlation Matrix**

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16
q1	1,000	,815	,848	,370	,540	,260	,427	,024	,302	,196	-,167	,038	,000	,078	-,042	,099
q2	,815	1,000	,758	,495	,560	,298	,280	,133	,564	,203	,109	,083	,240	,106	,132	,044
q3	,848	,758	1,000	,321	,472	,412	,369	-,164	,333	,209	,021	-,054	,077	,043	-,125	-,188
q4	,370	,495	,321	1,000	,411	,060	,152	,081	,518	,262	,278	,004	,239	-,020	-,125	,032
q5	,540	,560	,472	,411	1,000	,412	,252	,133	,457	,612	,021	,025	,180	-,064	,136	,046
q6	,260	,298	,412	,060	,412	1,000	,416	,262	,096	,236	,024	,028	,202	-,313	-,239	,117
q7	,427	,280	,369	,152	,252	,416	1,000	,306	,214	,028	-,173	,301	,028	-,182	-,272	,168
q8	,024	,133	-,164	,081	,133	,262	,306	1,000	,400	,228	,285	,339	,459	,204	-,179	,324
q9	,302	,564	,333	,518	,457	,096	,214	,400	1,000	,570	,367	,197	,422	,385	,064	-,013
q10	,196	,203	,209	,262	,612	,236	,028	,228	,570	1,000	,132	,138	,326	,093	,208	-,005
q11	-,167	,109	,021	,278	,021	,024	-,173	,285	,367	,132	1,000	-,087	,454	,165	-,076	-,324
q12	,038	,083	-,054	,004	,025	,028	,301	,339	,197	,138	-,087	1,000	,346	,075	,286	,139
q13	,000	,240	,077	,239	,180	,202	,028	,459	,422	,326	,454	,346	1,000	,130	,042	-,270
q14	,078	,106	,043	-,020	-,064	-,313	-,182	,204	,385	,093	,165	,075	,130	1,000	,149	,139
q15	-,042	,132	-,125	-,125	,136	-,239	-,272	-,179	,064	,208	-,076	,286	,042	,149	1,000	-,003
q16	,099	,044	-,188	,032	,046	,117	,168	,324	-,013	-,005	-,324	,139	-,270	,139	-,003	1,000

APPENDIX – C2 –UK LEADERS’ ADJUSTMENT QUESTIONNAIRE - INTER ITEM MATRIX

Inter-Item Correlation Matrix

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16
q1	1,000	,693	,918	,722	,585	,585	,641	,556	,495	,556	,712	,209	,532	,373	,060	,140
q2	,693	1,000	,772	,445	,390	,390	,802	,541	,649	,541	,291	-,116	,429	,363	,084	-,363
q3	,918	,772	1,000	,700	,600	,600	,720	,539	,449	,539	,645	,167	,564	,361	-,041	,080
q4	,722	,445	,700	1,000	,810	,810	,463	,241	,289	,241	,700	,515	,425	,161	,083	-,161
q5	,585	,390	,600	,810	1,000	1,000	,571	,134	,234	,134	,600	,706	,812	,418	,216	-,090
q6	,585	,390	,600	,810	1,000	1,000	,571	,134	,234	,134	,600	,706	,812	,418	,216	-,090
q7	,641	,802	,720	,463	,571	,571	1,000	,356	,501	,356	,192	-,076	,629	,239	,293	-,239
q8	,556	,541	,539	,241	,134	,134	,356	1,000	,833	1,000	,539	,048	,327	,671	,346	,149
q9	,495	,649	,449	,289	,234	,234	,501	,833	1,000	,833	,449	,018	,392	,559	,447	-,252
q10	,556	,541	,539	,241	,134	,134	,356	1,000	,833	1,000	,539	,048	,327	,671	,346	,149
q11	,712	,291	,645	,700	,600	,600	,192	,539	,449	,539	1,000	,590	,564	,582	-,041	,080
q12	,209	-,116	,167	,515	,706	,706	-,076	,048	,018	,048	,590	1,000	,546	,383	-,074	,144
q13	,532	,429	,564	,425	,812	,812	,629	,327	,392	,327	,564	,546	1,000	,702	,238	,022
q14	,373	,363	,361	,161	,418	,418	,239	,671	,559	,671	,582	,383	,702	1,000	,374	,100
q15	,060	,084	-,041	,083	,216	,216	,293	,346	,447	,346	-,041	-,074	,238	,374	1,000	,052
q16	,140	-,363	,080	-,161	-,090	-,090	-,239	,149	-,252	,149	,080	,144	,022	,100	,052	1,000

APPENDIX – D –TURKISH and UK LEADERS’ ADJUSTMENT QUESTIONNAIRE – ITEM TOTAL RESULTS RESPECTIVELY

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	62,2188	16,176	,526	.	,701
q2	62,2813	15,370	,685	.	,683
q3	62,2500	16,710	,418	.	,711
q4	62,1250	16,306	,411	.	,710
q5	62,2500	16,065	,572	.	,697
q6	62,2500	17,419	,303	.	,722
q7	62,0625	17,286	,329	.	,720
q8	62,3750	16,565	,416	.	,711
q9	62,2813	16,080	,689	.	,692
q10	62,4063	17,023	,470	.	,711
q11	62,5000	18,065	,096	.	,741
q12	62,6563	16,749	,266	.	,727
q13	62,7188	16,854	,370	.	,715
q14	61,8125	17,899	,153	.	,735
q15	62,4063	18,443	,002	.	,753
q16	62,4375	17,544	,043	.	,771

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	61,1818	36,164	,783	.	,868
q2	61,3636	36,455	,551	.	,877
q3	61,2727	35,418	,749	.	,868
q4	61,1818	38,564	,671	.	,875
q5	61,0909	37,691	,763	.	,871
q6	61,0909	37,691	,763	.	,871
q7	60,8182	38,564	,615	.	,876
q8	61,2727	39,218	,650	.	,877
q9	61,3636	38,255	,619	.	,875
q10	61,2727	39,218	,650	.	,877
q11	61,2727	35,818	,700	.	,870
q12	61,5455	37,673	,355	.	,889
q13	61,9091	35,891	,766	.	,868
q14	61,2727	37,418	,663	.	,873
q15	62,2727	38,218	,214	.	,905
q16	61,6364	42,455	-,019	.	,897

APPENDIX – E1 –TURKISH LEADERS’ INDCOL QUESTIONNAIRE – INTER ITEM MATRIX

Inter-Item Correlation Matrix

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16
q1	1,000	,197	,426	,478	,108	-,046	,013	,355	,038	-,105	-,119	-,475	,056	-,108	,146	-,551
q2	,197	1,000	,379	,596	,493	,408	,356	,245	-,024	-,102	,067	-,086	,204	,226	-,018	-,184
q3	,426	,379	1,000	,318	,094	-,096	-,227	,315	,183	-,090	-,065	-,330	,135	,109	-,035	-,076
q4	,478	,596	,318	1,000	,354	,292	,094	,069	-,054	-,228	-,075	,000	,398	,000	,119	,000
q5	,108	,493	,094	,354	1,000	,464	,385	,235	-,041	-,103	,057	-,034	,047	,184	-,007	-,057
q6	-,046	,408	-,096	,292	,464	1,000	,425	,154	,004	,185	,059	-,016	-,128	,053	-,212	-,116
q7	,013	,356	-,227	,094	,385	,425	1,000	,294	-,138	,056	,318	-,083	-,020	,526	,102	-,246
q8	,355	,245	,315	,069	,235	,154	,294	1,000	-,237	-,008	,299	-,413	,105	,513	,012	-,296
q9	,038	-,024	,183	-,054	-,041	,004	-,138	-,237	1,000	,089	-,286	-,033	-,060	-,073	-,024	,116
q10	-,105	-,102	-,090	-,228	-,103	,185	,056	-,008	,089	1,000	-,123	,149	-,149	,021	-,066	-,133
q11	-,119	,067	-,065	-,075	,057	,059	,318	,299	-,286	-,123	1,000	-,011	,083	,231	,353	-,038
q12	-,475	-,086	-,330	,000	-,034	-,016	-,083	-,413	-,033	,149	-,011	1,000	,125	,038	-,097	,322
q13	,056	,204	,135	,398	,047	-,128	-,020	,105	-,060	-,149	,083	,125	1,000	,364	,477	-,082
q14	-,108	,226	,109	,000	,184	,053	,526	,513	-,073	,021	,231	,038	,364	1,000	,054	-,022
q15	,146	-,018	-,035	,119	-,007	-,212	,102	,012	-,024	-,066	,353	-,097	,477	,054	1,000	-,020
q16	-,551	-,184	-,076	,000	-,057	-,116	-,246	-,296	,116	-,133	-,038	,322	-,082	-,022	-,020	1,000

APPENDIX – E2 – UK LEADERS' INDCOL QUESTIONNAIRE – INTER ITEM MATRIX**Inter-Item Correlation Matrix**

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15	q16
q1	1,000	,591	,618	,082	,555	,414	,485	,343	-,575	-,160	-,173	-,458	,312	,134	,307	,271
q2	,591	1,000	,526	,145	,565	,475	,566	,311	-,500	-,163	,039	-,243	,045	,036	,363	,174
q3	,618	,526	1,000	,159	,637	,802	,801	,295	-,460	-,121	-,028	-,180	,463	-,058	,595	,332
q4	,082	,145	,159	1,000	,115	,279	,145	-,263	,264	,276	,207	,160	,092	,614	,230	-,124
q5	,555	,565	,637	,115	1,000	,463	,450	,494	-,124	,346	,117	-,194	,194	-,289	,209	,219
q6	,414	,475	,802	,279	,463	1,000	,902	,114	-,311	-,134	,252	,020	,637	-,134	,648	,548
q7	,485	,566	,801	,145	,450	,902	1,000	,311	-,500	-,163	,254	,054	,541	-,230	,662	,680
q8	,343	,311	,295	-,263	,494	,114	,311	1,000	-,369	-,214	-,231	,000	,000	-,428	,107	,434
q9	-,575	-,500	-,460	,264	-,124	-,311	-,500	-,369	1,000	,667	,591	,642	,182	,273	,043	-,087
q10	-,160	-,163	-,121	,276	,346	-,134	-,163	-,214	,667	1,000	,633	,261	,149	,083	-,038	-,063
q11	-,173	,039	-,028	,207	,117	,252	,254	-,231	,591	,633	1,000	,722	,602	,090	,552	,532
q12	-,458	-,243	-,180	,160	-,194	,020	,054	,000	,642	,261	,722	1,000	,426	,124	,559	,528
q13	,312	,045	,463	,092	,194	,637	,541	,000	,182	,149	,602	,426	1,000	,149	,807	,717
q14	,134	,036	-,058	,614	-,289	-,134	-,230	-,428	,273	,083	,090	,124	,149	1,000	,283	-,295
q15	,307	,363	,595	,230	,209	,648	,662	,107	,043	-,038	,552	,559	,807	,283	1,000	,690
q16	,271	,174	,332	-,124	,219	,548	,680	,434	-,087	-,063	,532	,528	,717	-,295	,690	1,000

APPENDIX – F –TURKISH and UK LEADERS' INDCOL QUESTIONNAIRE – ITEM TOTAL RESULTS RESPECTIVELY**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	58,6563	21,394	,165	,874	,588
q2	58,8438	18,072	,582	,694	,497
q3	58,5313	21,870	,241	,585	,573
q4	58,3438	19,265	,501	,867	,522
q5	58,0313	19,257	,463	,396	,527
q6	58,6875	20,286	,289	,606	,562
q7	58,3125	20,480	,398	,721	,546
q8	59,9688	19,451	,351	,690	,548
q9	58,0625	24,254	-,120	,306	,621
q10	58,0000	24,194	-,109	,275	,610
q11	58,9063	21,507	,158	,449	,589
q12	58,1875	24,867	-,225	,486	,627
q13	58,0313	21,773	,286	,756	,568
q14	57,8125	21,770	,398	,735	,560
q15	58,6250	21,855	,139	,595	,591
q16	58,1563	25,104	-,276	,758	,629

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
q1	55,0909	58,891	,410	.	,826
q2	55,7273	61,018	,427	.	,824
q3	54,8182	57,964	,641	.	,812
q4	54,4545	62,073	,273	.	,833
q5	54,7273	58,418	,485	.	,820
q6	55,1818	54,164	,712	.	,804
q7	54,7273	57,418	,726	.	,808
q8	56,6364	64,855	,144	.	,837
q9	54,5455	67,673	-,079	.	,845
q10	54,4545	65,473	,145	.	,835
q11	55,2727	57,818	,480	.	,821
q12	54,4545	65,073	,309	.	,831
q13	55,1818	52,964	,726	.	,802
q14	54,3636	65,855	,040	.	,844
q15	55,0000	51,600	,820	.	,795
q16	54,9091	55,091	,608	.	,812

This form should be completed by the student and passed to the supervisor prior to a review of the possible ethical implications of the proposed dissertation or project.

If, following review of this form, amendments to the proposals are agreed to be necessary, the student should provide the supervisor with an amended version for endorsement.

1. What are the objectives of the dissertation / research project?

1. What are the objectives of the dissemination research project?
- Investigating the differences in leadership approaches of UK and Turkish Construction Companies in Construction projects in Middle East. Representing obstacles, cultural barriers, problems and threats.

2. Does the research involve *NHS* patients, resources or staff? YES / NO (please circle).

3. Do you intend to collect *primary data* from human subjects or data that are identifiable with individuals? (This includes, for example, questionnaires and interviews.) YES NO
(please circle)

If you do intend to collect such primary data then please respond to ALL the questions 4 through 13. If you feel a question does not apply then please respond with n/a (for not applicable).

4. What is the *purpose* of the primary data in the dissertation / research project?

4. What is the purpose of the primary data in the dissertation / research project?

- Obtaining different point of views and leadership approaches of managers from both countries for working in Middle East in a multicultural environment with international labour force

5. What is/are the *survey population(s)*?

Project Managers and Construction Managers from UK and Turkish Companies that work in ~~local~~ international projects in Middle East.

6. How big is the *sample* for each of the survey populations and how was this sample arrived at?

at?
At least 30 individuals (15 Turkish, 15 from UK). We decided by discussing with Mike Johns.

7. How will respondents be *selected and recruited*?

How will respondents be selected and recruited?

PMs and cons. managers from both countries that work in projects in Middle East.

- I will try to reach them by e-mails and telephone and ask them to fill my survey/questionnaire

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8. What steps are proposed to ensure that the requirements of *informed consent* will be met for those taking part in the research? If an Information Sheet for participants is to be used, please attach it to this form. If not, please explain how you will be able to demonstrate that informed consent has been gained from participants.

A brief explanation about the topic of the dissertation and where the data will be used will be explained in the beginning of the questionnaire with a couple of sentences.

9. How will data be collected from each of the sample groups?

By emails and online questionnaire websites

10. How will data be stored and what will happen to the data at the end of the research?

It will be stored in online questionnaire websites' databases (like SurveyMonkey) and my computer. After I use these data and finish my dissertation, I will export these from the database and my hard drive.

11. How will confidentiality be assured for respondents?

None of the data acquired by questionnaires will be published in any platform. It will be only used in my dissertation. Names of respondents won't be published or stated in any place, even in my dissertation.

12. What steps are proposed to safeguard the anonymity of the respondents?

By using online questionnaire websites, the names of respondents will stay as anonymous.

13. Are there any risks (physical or other, including reputational) to respondents that may result from taking part in this research? YES (NO) (please circle).

If YES, please specify and state what measures are proposed to deal with these risks.

14. Are there any risks (physical or other, including reputational) to the researcher or to the University that may result from conducting this research? YES (NO) (please circle).

If YES, please specify and state what measures are proposed to manage these risks.

15. Will any data be obtained from a company or other organisation. YES (NO) (please circle)
For example, information provided by an employer or its employees.

If NO, then please go to question 18.

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16. What steps are proposed to ensure that the requirements of *informed consent* will be met for that organisation? How will *confidentiality* be assured for the organisation?

17. Does the organisation have its own ethics procedure relating to the research you intend to carry out? YES / NO (please circle).

If YES, the University will require written evidence from the organisation that they have approved the research.

18. Will the proposed research involve any of the following (please put a ✓ next to 'yes' or 'no'; consult your supervisor if you are unsure):

- | | | | | | |
|---|-----|-------------------------------------|----|-------------------------------------|--------------------|
| • Vulnerable groups (e.g. children) ? | YES | ☐ | NO | ☒ | |
| • Particularly sensitive topics ? | YES | ☐ | NO | ☒ | |
| • Access to respondents via 'gatekeepers' ? | YES | ☒ | NO | ☐ | → Computer will |
| • Use of deception ? | YES | ☐ | NO | ☒ | be called in order |
| • Access to confidential personal data ? | YES | ☐ | NO | ☒ | to reach Court |
| • Psychological stress, anxiety etc ? | YES | ☐ | NO | ☒ | and Project No |
| • Intrusive interventions ? | YES | ☐ | NO | ☒ | |

19. Are there any other ethical issues that may arise from the proposed research?

No.

Please print the name of:

I/We grant Ethical Approval

student MEHMET KUTALMIS OKUR supervisor N K JOHNS

Signed:

(student) [Signature] (supervisor) [Signature]

Date 17/07/2014 Date 19/7/14

AMENDMENTS

If you need to make changes please ensure you have permission before the primary data collection. If there are major changes, fill in a new form if that will make it easier for everyone. If there are minor changes then fill in the amendments (next page) and get them signed before the primary data collection begins.