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THE EFFECT OF THE LANGUAGE AND CULTURAL DIFFERENCES OF LEADERS IN COMPANY POLICIES ON EMPLOYEE MOTIVATION: A STUDY ON A JAPANESE COMPANY

Master's Thesis

ANIL AKCİ

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ÖZET

Çalışma, Türkiye'de konumlanmış bir Japon şirketinin şirket politikalarını gözeterek çalışanlarından iş liderlerinin, genellikle Japon ya da Türk, liderlik kültürlerinin ve dil farklılıklarının çalışma motivasyonuna etkisini incelemiştir. Türkiye'de yer alan Japon şirketlerde yabancı dil kullananlar şirketin üst yönetim kademelerinde yer aldığı için inceleme ağırlıklı olarak yönetim kademesi üzerine yapılmıştır.

Şirket politikaları şirketlerin planları ve hedefleri doğrultusunda ilkeleriyle hareket etmesini amaçlamaktadır. Bu ilkeler nezdinde politikalar uygulanırken liderlik kültür farklılıklarının doğurduğu zorlukların çalışanların motivasyonuna etkisi gözlemlenmiştir.

Motivasyonda temel amaç iş görenin istekli, verimli ve etkili çalışmasını sağlamaktır. Bunun için yöneticiler tarafından çeşitli özendirici araçlar kullanılır. İnsanı özel yaşamında ve iş yaşamında motive eden birçok faktör vardır. Ancak bu araçlar her yerde ve her zaman aynı etkiyi göstermezler. Bir kişi için özendirici olan araç bir diğeri için aynı anlamı taşımayabilir ve bu isteklendirme faktörleri her kişide değişiklik gösterir.

Motivasyon yani isteklendirme ve tatmin kavramları arasında ortak nokta her iki kavramın da duygusal, kişisel ve öznel olmalarıdır.

Japon halkı kendi resmi dilini kullanıyor olup Türkçe dilinden alfabe olarak da farklıdır. Kültür olarak da hem farklı coğrafya, farklı yönetim şekli, farklı din ve dil, farklı tarihe sahip olduğu için konulara yaklaşımlarında da farklılık gözlemlenebilir. Böyle farklı alfabe, kültür, bakış açılarına sahip bir ülkenin şirketlerinin farklı şirket politikalarıyla başka bir coğrafya geçmişine sahip kültürdeki şirketlere yatırım yapmasında zorluklar yaşanabilir.

Tezin amacı ve hedefi Türkiye'ye yabancı sermaye ile yatırım yapılan, özellikle Japon şirketlerin Türkiye'de ikame eden Türk şirketleri satın alımları, şirketlerde şirket politikalarında yaşanan zorlukları kültür ve dil boyutunda incelemek ve ileride doğacak başka sermaye yatırımlarını kolaylaştırmasına katkıda bulunmaktır. Bu anlamda bir Japon şirket belirlenip anketlerle konulara değinilmiştir.

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ABSTRACT

The study examined Turkey located Japanese company's business leaders, mainly Japanese or Turkish employees, the effect of the motivation of cultural and language diversity taking into consideration of the company's policies' applications. The examination was held for management positions in a Japanese company located in Turkey, since employees who speak foreign languages in management positions.

Company policies aim to ensure that companies act in accordance with the principles that can be differentiated from company to company. In line with the applicability of these principles and policies, the impact of cultural differences on the motivation of employees was observed.

The main purpose of motivation is to ensure that the employee works willingly, efficiently and effectively. Various incentive tools are used by administrators for this purpose. There are many factors that motivate people in private and business life. However, these tools do not have the same effect everywhere and at all times. The tool which is encouraging for one person may not have the same meaning for another. The

factors that motivate employees vary from person to person. The common point between motivation and satisfaction is that both concepts are emotional, personal and subjective.

The Japanese people use their official language and are also different from the Turkish language in alphabetical order. As the culture has different geography, different management style and language. There is a difference in their approach to the subjects. Companies of a country with such different alphabets, cultures and perspectives have difficulties in investing in companies with a different geographic past through different company policies.

The purpose and objectives of the thesis to Turkey invested by foreign capital, especially those substituted in Turkey of Japanese companies, to investigate the difficulties experienced in companies in company policy and to contribute to the facilitation of further capital investment. In this sense, a Japanese company was identified and the survey was discussed in the results part of the study.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

TL : Transformational Leadership

EM : Employee Motivation

UA : Uncertainty Avoidance

IS : Individual Sensitivity

AO : Achievemnt Ortientation

MR : Multi Regression

LB : Language Breakdown

LB-T : Language Breakdown – Turkish

LB-F : Language Breakdown - Foreign

KMO : Kaiser-Mayer-Olkin

MLQ : Multifactor Leadership Questionnaire

INTRODUCTION

The aim of the thesis is to examine Turkey invested by foreign capital, especially Turkish companies acquisitions for which substitutes in Turkey of Japanese companies, in the applicability of leadership culture incorporate policy on effect on job satisfaction indirectly. In this sense, Japanese and Turkish business leaders who have management positions were determined by a survey of Japanese companies with capital analysis in Turkey. Since Japanese employees are in the top management positions of the company, the review will be done on white-collar who works with the management level hierarchy.

It is possible for businesses to be productive and effective only by using human resources effectively and efficiently like all other resources. The common point between the concepts of motivation and satisfaction is that both concepts are emotional, personal and subjective.

During the analysis of the thesis, a questionnaire was sent to the white-collar employee who works with management staff in different cultures and to the employees who report directly or indirectly to the leaders. The aim of the survey questions was to predict that there was a cultural difference within the company and this difference was accepted by everyone, the results and effects of these differences could be obtained, and how these effects could take place on the motivation of the employees was obtained. With the study, situation zero hypotheses will be that working with a foreign leader plays an active role in the applicability of company policy and affects motivation. The other hypotheses are that leaders who had language and cultural differences affect employee motivation in the implementation of policies. In accordance with these hypotheses and other hypotheses that arose in the light of dependent and independent variables, the research model was established and the questions to be included in the survey technique were determined. Company and time will be assumed as independent variables, as the motivation of staff working with managers from different cultures will be addressed in the same company, in the same period.

I. LITERATURE REVIEW

1. MULTINATIONAL COMPANY

Multinational companies which expand their operations in export operations as domestic firm (Hipple, 1990). These companies use different ways to evolve themselves such as acquirings, making a capital investment, creating partnerships in different countries. According to Hipple (1990), the U.S. Bureau of Economic Analysis express that the Multinational company based in one country with at least 10 percent equity in a company located in the second country. Depend on transactions and trade flow Multinational companies were divided into parent companies located in the United States and the Rest of the World. For instance, Elango (2004) indicated that for a U.S multinational company's home regions would be defined as North America, for a Japanese one it would be defined as Asia. In the 1960s multinational companies were seen as powerful institutions with cosmopolitan management. After some decades, it was observed that they had integrated different products in related cultures (Grauwe and Camerman, 2002.). In another definition, the multinational establishments (MNE) is characterized as an undertaking that controls and oversees generation foundations – plants – found at different two nations. The term "establishment" rather than "company" was used to create consideration to the best level of coordination within the chain of command of commerce choices; a company, itself multinational, might be the controlled subsidiary of another firm. It was basically one subspecies of a multiplant firm. The least "plant" overseas required to form an undertaking multinational is judgmental (Caves, 2007). It was seen that multinational company has production facility or services in other countries, beside of own located country. Feely and Harzing, (2002) indicated that multinational companies handle more than twenty overseas operations with accepting challenges such as managing geographical, cultural, linguistic diversities.

1.1. Company Policy

The Policy is a plan on how to overcome certain situations that are published in an organization. It identifies clearly such as company rules and explains why they exist. Company policies are defined for employee and employer's responsibilities within the organization. These policies can be changed company by company and can be sorted in some way such as Business Policy, Environmental Policy, Sustainable Life Policy, Product Quality Policy, and Global Diversity Policy. In order to separate from the business perspective, it must be pointed out that business policies are defined to show the objective of companies. According to Lévesque et al. (2015) and Cooke and Saini (2010) the multinational policies have been implemented well with local leaders and their own strategies that match with the flexilible requirement in local.

2. LEADERSHIP

A leader was defined that one who can make a touch and cause coordinated energy to one or groups who have ingenuity and capability to achieve the related organizational goals (Winston and Patterson, 2006, p.7). It contained inconvenience difficulty to isolated administration from leaders. Their implications were interwoven; and by portraying one, people consequently and rationally consider to other (Bertocci, 2009). The leadership's definition consists of many awareness and understanding of different perceptions. The leaders' attitudes against difficulties came to our desk to study in every new challenge. According to McCleskey's researches and also Zaccaro (2007) mentioned that one of the most punctual thinks about of pioneering model belongs to Galton's Hereditary Genius which contains well-known thoughts almost pioneering and the thought is that administration could be a characteristic capacity of uncommon people (as cited by McCleskey, 2014, p. 117). McCleskey (2014) contended that the think about of administration ranges more than 10 times in decade.

The administration style of leaders contributes altogether to the victory and disappointment of an organization. Characteristics of management are capacities of time and circumstance and vary on completely different societies and nations. Directors of multinational organizations ought to get sufficient information of these social

characteristics and contrasts and ought to have the most extreme flexibility whereas executing their authority errands (Taleghani et al, 2010). Understanding from Robbins' (2003) explanations that the administration work of authority is primarily pointed to oversee worker behavior and by clarifying and foreseeing worker efficiency and work fulfillment in an exertion to reach the extreme objectives for employees' forceful work inclusion and the commitment to companies. Rost (1993) has found 221 diverse definitions and conceptions of administration (McCleskey, 2014, p.2). A few of those definitions were contract whereas others advertised broader conceptions.

2.1. Leadership Perspectives

Daft (2008) has indicated that in any jobs related leadership are not essentially requesting individuals: go there and do what need. A pioneer must direct the culture and soul of a company or commerce. A supervisor must lead with thoughts and be an exemplification of those ideas—a social pioneer. Three essential authority aptitudes are at the center of distinguishing and tackling individuals' issues: (1) diagnosing, or picking up knowledge into the circumstance a director is attempting to impact; (2) adjusting person behavior and resources to meet desires of the circumstance; and (3) communicating in a way that others can get it and acknowledge. (Daft, 2008)

Bass (2000; 2008) contended that the rummage around for a single definition of administration was pointless McCleskey (2014). Among numerous definitions and conceptions, the proper definition of administration depends on the particular viewpoint of administration of intrigued to the person (Bass, 2008; McCleskey 2014). Agreeing to Inquire about (Glynn & DeJordy, 2010); no specific authority fashion was all around compelling and behavioral hypotheses depended on unique administration sorts that were troublesome to recognize (McCleskey, 2014).

People or characteristics alone, are not adequate for fruitful trade leadership—they are as it were a precondition. Pioneers who have the imperative characteristics must take certain activities to be fruitful (e.g. defining a vision, part modeling, setting objectives).

2.2. Leadership Traits

The trait approaches have started in the 1920s. Having the fitting characteristics made it more likely that such activities were taken and be effective. Six characteristics on which pioneers have been varied from non-leaders incorporate: drive, the want to lead, honesty/integrity, self-confidence, cognitive capacity, and know-how information of the trade. (Kirkpatrick and Locke, 1991). There could have been other vital characteristics required for compelling authority, Kirkpatrick and Locke (1991) have accepted that the primary six which is clarified in detail underneath are the center characteristics. The main issue with trait theory was that there is no accepted set of traits that can be linked to effective leadership.

a. Drive: The term is utilized to allude to a star grouping of characteristics and thought processes reflecting a tall exertion level. Five points of drive consolidate achievement motivation, crave, imperativeness, consistency, and action. Regarding achievement, pioneers have a tolerably high need for achievement. The requirement for accomplishment was a critical rationale among viable pioneers and indeed more critical among effective business visionaries. Most successors got fulfillment from successfully completing challenging assignments, accomplishing benchmarks of fabulousness, and creating superior ways of making things. To work their way up to the beat of the organization, pioneers must have aspired for total challenging assignments and ventures. Moreover, this permitted the pioneer to pick up specialized mastery, both through instruction and work involvement, and to start and take after through with organizational changes. Regarding aspiration, pioneers have been exceptionally desiring around their work and careers and have a want to urge ahead. To progress, pioneers effectively have taken steps to illustrate their drive and assurance. Aspiration prompts pioneers to set difficult, challenging objectives for themselves and their organizational system. Walt Disney, the founder of Walt Disney Productions, had a "dogged determination to succeed" and CE. Woolman of

Delta Air Lines had "inexhaustible ambition." Successful pioneers were more yearning than non-leaders. Regarding energy, to maintain a high accomplishment drive and get ahead, pioneers must have had a part of vitality. Working overtime, seriously work weeks (and various closes of the week) for numerous a long time, requiring a person to have physical, mental, and enthusiastic essentialness. Regarding constancy, pioneers were way better at overcoming deterrents than non-leaders. They have had the "capacity to work with far off objects in see" and had a "degree of quality of will or tirelessness.". Pioneers must have had energetically tireless in their exercises and take after through with their programs. Most organizational altered programs take a few months to set up and could take numerous a long time sometime recently the benefits are seen. Leaders must have had the drive to stay with these programs, and determination was required to guarantee that changes are institutionalized. Regarding activity, compelling pioneers are proactive. They made choices and took an activity that leads to alter rather than fair responding to events or holding up for things to happen (Kirkpatrick and Locke, 1991, p.48-50).

b. Leadership Motivation Studies showed that pioneers have had a solid craving to lead. Leadership motivation involved the desire to influence and lead others and was often equated with the need for power. People with high leadership motivation have thought a lot about influencing other people, winning an argument, or being the greater authority. They have preferreed to be in leadership rather than a subordinate role. The willingness to assume responsibility, which has been seemed to coincide with leadership motivation, is frequently found in leaders (Kirkpatrick and Locke, 1991 p. 48-50).
c. Honesty and integrity have been excellent in all people but had special significance for leaders. Without these qualities, leadership was undermined. Honesty was absolutely essential to leadership. Integrity was the correspondence between word and deed and honesty referred to being truthful or non-deceitful. The two form the foundation of a trusting relationship between leader and followers. Successful leaders were open with their followers, but also discreet and have not done violate confidences or carelessly divulge potentially harmful information. Effective leaders were credible, with

excellent reputations, and high levels of integrity (Kirkpatrick and Locke, 1991, p.48-50).

d. Self-Confidence. There were many reasons why a leader needs self-confidence. Being a leader was a very difficult job. A great deal of information must have been gathered and processed. A constant series of problems must have been solved and made decisions. Followers have had to be convinced to pursue specific courses of action. Setbacks have had to be overcome. Competing interests have had to be satisfied. The risks have had to be taken in the face of uncertainty. A person riddled with self-doubt would never be able to take the necessary actions nor command the respect of others. Self-confidence has played an important role in decision-making and in gaining others' trust. Obviously, if the leader was not sure of what decision to make, or expresses a high degree of doubt, then the followers were less likely to trust the leader and be committed to the vision. Not only was the leader's self-confidence important, but so was others' perception of it. Self-confident leaders were also more likely to be assertive and decisive, which gains others' confidence in the decision. This is crucial for the effective implementation of the decision. Even when the decision turns out to be a poor one, the self-confident leader admits the mistake and uses it as a learning opportunity, often building trust in the process. Emotional stability was especially important when resolving interpersonal conflicts and when representing the organization (Kirkpatrick and Locke, 1991, p.48-50).

e. Regarding Cognitive Ability. Pioneers must have been in accumulate, coordinated, and translate gigantic sums of data. These demands were greater than ever today because of rapid technological change. Thus, it was not surprising that leaders need to be intelligent enough to formulate suitable strategies, solve problems, and make correct decisions. Leaders have had often been characterized as being intelligent, but not necessarily brilliant, and as being conceptually skilled. Intelligence could be a trait that followers look for in a leader. If someone was going to lead, followers have wanted that person to be more capable in some respects than they were. Therefore, the follower's

perception of cognitive ability in a leader was a source of authority in the leadership relationship (Kirkpatrick and Locke, 1991, p.48-50).

f. Knowledge of the Business. Effective leaders have had a high degree of knowledge about the company, industry, and technical matters. Technical expertise enabled the leader to understand the concerns of subordinates regarding technical issues. Harvard Professor John Kotter has argued that expertise was more important than formal education (Kirkpatrick and Locke, 1991). In-depth information of the organization and industry permitted viable pioneers to create well-informed choices and to get it the suggestions of those choices (Kirkpatrick and Locke, 1991, p48-50).

2.3. Leadership Practices

In another perspective, Kouzes and Posner (1997) indicated that there are five leadership practices such as model the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart. The leadership is a total value of practices that has been canalized by Kouzes and Posner more than 20 years and the practices have been related with transformational leadership (Khasawneh, 2009, p. 650). Leaders has understood that what have worked for an organization has not worked for another one (Pennington, 2003, p.28). From the related perspective can be understand deeply with below commitments.

a. Model the way type has two commitments. The primary one was to clarify importance by finding your voice and certifying shared beliefs. The moment has been to set the illustration by adjusting activities with shared values. The sort was considering of a pioneer who has had an effect on subordinates. Upholding and modeling clear values have been basic to shaping a standard of expectations and starting to set up validity as a pioneer. A clear set of values have made a solid foundation on which to construct a vision for a long-standing time. A clear set of values permitted others to challenge the method

and to require a charge. A clear set of values have made the supporting of everything else the pioneer could do. Individuals could not keep in mind everything a pioneer has finished, but they did keep in mind what he or she spoke to (Kouzes and Posner, 1997).

b. Inspiring a shared vision had two commitments. The primary one was to imagine long-standing time by envisioning energizing and ennobling possibilities and to enroll others in a common vision by engaging to shared aspirations. A pioneer has ought to explore for hot, energetic words, words that motivate, spur, and empower trust for distant better; a much better; a higher; a stronger; an improved, a stronger future. Rousing a shared vision has produced a number of auxiliary activities. It could be discovered that when everybody was working toward a shared vision, efficiency increments. A shared vision has upgraded communication and has built connections over divisions. A shared vision makes difference organizations reach objectives speedier with less disappointment (Kouzes and Posner, 1997).
c. Challenging the process's commitments have been rummage around for openings by seizing the action and by looking outward for imaginative ways to make strides, test, and take dangers by always producing little wins and learning from encounters. The most pioneers have got fruitful in the event that they carry on like tuning in an inverse way, empower cooperation, conduct alter endeavors mindfully. It was what made organizations more competitive. The change could bring out the leading in individuals since they were pushed to burrow profoundly into their saves and to tap into unfamiliar ability. Switching powers individuals to be inventive, to explore with unused forms, and to discover ways to be more viable and productive. The change could moreover make devastation and create resistance when administration aptitudes are not apparent (Kouzes and Posner, 1997).
d. Enable others to act one's commitments were a foster collaboration by building trust, facilitating relationships and strengthen others by increasing self - determination and developing competence. The main keywords in this type have been honesty, candor, openness, approving and accepting, dependability and trustworthiness. In a world that has caught up in doing more

with less and faster, collaboration could be a basic competency. Achieving and sustaining high performance have been possible with a collaborative atmosphere that was built on trust and positive relationships. Unfortunately, competition has been still the way in much of the world. By strengthening every individual on the team, a leader strengthens the team (Kouzes and Posner (1997).

e. Encourage the hearts' ones were to recognize commitments by appearing up an appreciation for person brilliance. In other words, celebrating the values and triumphs by making a soul of community (Kouzes and Posner, 1997). As an example; these can be promotions, public recognitions, touching the values with celebration congratulations about performances. Everyone wants to feel that he or she is a part of the team and that his or her contributions are valuable. Feeling a part of the team improves communication, decreases misunderstandings, and increases productivity. In addition, Encourage the Heart has been proven to be healthy for employees — both physically and mentally (Kouzes and Posner, 1997).

2.4. Leadership Types

Regarding leadership, for more than 100 years due to leaders' variation needs there always are featured studies, and accordingly indications. There are more definitions based on leaders' challenges on difficulties. One of the closest historical indications comes from McCleskey (2014, p. 118) that there are 3 leadership perspective types. These are Situational leadership, Transformational leadership, and Transactional leadership.

2.4.1. Situational Leadership

It emphasized administration behaviors along a continuum between task-orientation in relation-orientation. Situational administration too underlined the level of development, or preparation of the devotees as a possibility or setting that pioneers got to account for in arrange to set up the proper fit between the pioneer and supporter (Bass, 2008).

2.4.2. Transformational Leadership

The related leadership type that transformational leadership has been accomplished comes about by employee idealized impact, inspirational motivation, intellectual stimulation, and individualized consideration. (Bass, 2000; 2008; Bass & Riggio, 2006). The transformational pioneer has showed each of these four ingredients to changing degrees in arrange to bring almost craved organizational results through their adherents (Bass & Riggio, 2006). A different indication has come from Antonakis(2001) that this type was coterminous with expanded inspiration, effectiveness, development, and the capacity to manage with alteration.

a. The first component of transformational leadership has engaged attention to impact of leaders' behaviors which touch to followers. A vision and infuse objectives into followers have been drawed. With this feeling subordinates respected to follow the related determinations from pioneers. According to McCleskey (2014) the leaders' being strong capability against problems have performed significant role to have achievement in both way, influence the subordinates and realization of vision.
b. Second part has been inspirational motivation. The leaders have put excitement inside of followers to reach the results of committed goals or to catch the ideas which could be supported in the future.
c. The third one has been intellectual stimulation that allow the followers to increase their potential and expand their imagination in analyze and solution oriented framework. In this meaning efficient realization stands high with the seeing reason behind each movement. Thanks to this situation subordinates gains new skills such as logical, evaluative, creativity (Tasawar et al,2014).
d. Last component has been individual consideration. The leader's direct subordinates for their gaining about individual experiences on related goals. During the achievement conversations have been made closely by both parties about what the need was like encouragement and defining roadmap individually in supportive working environment.

2.4.3. Transactional Leadership

The transactional leadership definition focused on exchanging opportunities and information in a short term relationship. Besides, it has been included trades between pioneers and adherents planned to supply benefits to both. Pioneers have impacted devotees through unexpected rewards and negative input or remedial coaching.

3. CULTURE

People in different cultures have had different point of view accordingly different expectations from the management (Taleghani et al, 2010). Multinational companies have required leaders who can quickly adapt themselves to different cultures that containes environment, partners, employees, international organizations (House et al, 2001). Ron Berger and colleagues (2011) indicated that Multinational companies have need to connect with local managers and its experiences to access the local exact knowledge. In order to understand these differentiations in every country's leaders's management technics, Hofstede's study can create light in dark road. Hofstede (1986) identified culture dimensions and its interpretations and kept going to increase the dimensions. The first steps were Individualism, Power Distance, Uncertainty Avoidance, and Masculinity (Hofstede,1980). Hofstede (2006, p. 883) indicated that fifth dimension was added in 1991 and new research program expanded it from five to nine. In order to create international research Robert J. House considered to start a new project about leadership and culture during the examination the leadership terminology started to use with national and organizational cultures (Hofstede, 2006). According to 10-year research program, the Global Leadership and Organizational Behavior Effectiveness Research Program (GLOBE) touched 17,000 managers from 952 organizations in 62 societies throughout the world, there is nine major attributes of their cultures (Hofstede, 2006, p 882). These are Future orientation, Gender egalitarianism, Assertiveness, Humane orientation, Group collectivism, Institutional collectivism, Performance orientation, Power distance and Uncertainty avoidance (House et al, 2004). Asian countries have had high power distance than western countries and also to understand in multinational companies was harder than domestic countries (Suzue, 2019). Grove (2006) pointed out the definitions in below parties and these were studied by Wolf (2006, p. 55). The definitions have been used as

lower and higher characteristics as being opposite side of each other to increase expression levels in different meaning.

3.1. Future Orientation

"Future orientation" is "the degree to which a collectivity encourages and rewards future-oriented behaviors such as planning and delaying gratification". In nations tall on this trait, individuals don't visit suddenly, but call some time recently going by. Those of future introduction appreciate financial thriving, and they involvement logical progression, vote based system, sex correspondence, and social wellbeing.

Grove (2005) indicated that some of the characteristics of communities that have opposite direction types of future orientations; Future oriented peoples have had tendency to spare presently for long haul characteristics. The people have underlined achievements for long-term business, adaptable to system structures and otherworldly execution as a coordinates entire. In lower future oriented societies as opposite side of future oriented people, they have had tendency to spend now rather than accumulate and prefer satisfaction as before long as conceivable.

3.2. Gender Egalitarianism

It has been the degree to which a system or a society minimizes sexual orientation role-differences whereas progressing sexual correspondence. The discoveries for "gender egalitarianism" have been critical since it was one of the indicators of the foremost broadly respected characteristic of fruitful pioneers (Grove, 2005). Some of the characteristics of communities that have had opposite direction types of gender egalitarianism. The understanding of strong egalitarianism has pointed out some indications that were being more ladies in the status of specialist, less word related sexual isolation, affording ladies a more prominent decision-making part in community undertakings. On the opposite side, low gender egalitarianism societies have had fewer ladies in the status of specialist with no taking-decision part in community undertakings, less word related sexual segregation.

3.3. Assertiveness

It has been the degree to which a person in organizations or social orders are confident, fierce, and forceful in social connections. Some of the characteristics of communities that have had higher and lower assertiveness as the opposite sites (Grove, 2005). Individuals who have had prominent assertiveness in societies show thelselves some features that these were communicating specifically, trying to have had control over the environment, expecting subordinates to require activities and building believing on-premise of calculation. On the opposite side, some situations were more prominent such as warm connections with value participation, trying to be in agreement with the environment, building belief on-premise of consistency, expecting subordinates to be steadfast, expecting subordinates to be steadfast.

3.4. Humane Orientation

It has been the degree to which people in organizations or communities energize and remunerate people for being reasonable, benevolent, neighborly, liberal, caring, and kind to others (Grove, 2005). Characteristics of communities that have had higher and lower humane orientation incorporate the taking after. Humane orientation societies have had foremost features such as being in a general sense by a requirement for having a put and involvement, careful for progressing the well-being of others, are energized to be sensitive to all shapes of racial isolation. Besides, child labor has been obliged by open sanctions. However, in the opposite side, self-interest was critical. People have been propelled fundamentally by a requirement for control and fabric belonging. Individuals have not been delicate to all shapes of racial segregation.

3.5. Group Collectivism

It has been the degree to which people express pride, dependability, and cohesiveness in their organizations or families. The discoveries approximately "in-group collectivism" were critical since this social measurement rises as a solid indicator of the two most broadly appreciated characteristics of effective pioneers (Grove, 2005). Here

are a few of the characteristics of communities that have had opposite side of point of views in-group collectivism.

Prominent Group collectivism societies have had characteristics such as Duties and commitments that were critical determinants of social behavior. A solid refinement has been made between in-groups and out-groups. People emphasize relatedness with bunches. The speed of life was slower. Adore was doled out a small weight in conjugal. In a weak point of view group collectivism societies have had characteristics such as; Personal needs and states of mind were vital determinants of social behavior. Little qualification was made between in-groups and out-groups. People have been emphasized soundness in behavior. The pace of life was quicker and adore was doled out the extraordinary weight in marriage.

3.6. Institutional Collectivism

It has been the degree to which organizational and societal organization hones energize and compensate collective dissemination of assets and collective activity. Here are a few of the characteristics of communities that have had the opposite side of the point of view of institutional collectivism. Prominent institutional collectivism societies have characteristics such as; members expect that they are profoundly forbidden with the system structure. Group dependability was energized, indeed on the off chance that this disrupts the interest of personals objectives. The community's financial framework has tended to maximize the interface of collectives. Prizes were driven by rank, individual needs, and/or within-group value. Critical choices have been made by groups. In a weak point of view of institutional collectivism societies have had characteristics such as; members accepted that they are to a great extent autonomous of the organization. The pursuit of personal objectives is energized, indeed at the cost of bunch dependability. Society's financial framework tends to maximize the interface of people. Rewards are driven exceptionally generally by a person's commitment to assignment victory. Critical choices has been made by individuals.

3.7. Performance Orientation

It has been the degree to which a system or community energizes and rewards bunch individuals for execution enhancement and greatness. Here are just a few of the characteristics of societies that have the opposite sides of performance orientation. In prominent high performance orientation societies have had characteristics such as; appreciating preparation and improvement, appreciating competitiveness and realism. View formal criticism as essential for execution advancement. Appreciating what one made more than who one was. Expecting coordinate, expressing intercommunication. In a weak point of view performance orientation societies have had characteristics such as; Appreciating societal and family connections, appreciating agreement with the environment, appreciating formal input as judgmental and discomfiting, appreciate who one was more than what one did, expecting backhanded, unobtrusive communication.

3.8. Power Distance

It has been the degree to which individuals of an organization or society anticipate and concur that control ought to be stratified and concentrated at higher levels of an organization or government. According to Hofstede (1980), Japan has a higher power distance than the United States. Power distance points out some characteristics between leader and subordinates. Here are sample characteristics of communities that have the opposite sides of power distance. Prominent power distance societies have characteristics such as; Community is separated into classes, power seen as giving social arrange, upward social portability was constrained, resources accessible to as it were some, information was localized and hoarded. In a weak of the opposite side of Power distance societies have had characteristics such as; Community includes a huge center lesson, power connected to debasement and constraint, upward communal portability is common, facilities were accessible to nearly all, information was broadly shared.

3.9. Uncertainty Avoidance

It has been the degree to which individuals of an organization or society endeavor to maintain a strategic distance from instability by depending on set up social standards, customs, and bureaucratic hones. An elective way of considering around vulnerability evasion is that it's almost the degree to which vague circumstances are felt as undermining – i.e., around the degree to which consider measures (such as making and upholding rules and methods) are taken to decrease uncertainty. Here are a few characteristics of communities that have opposite sides of uncertainty avoidance orientations. Prominent uncertainty avoidance societies have characteristics such as; use custom in intelligence with others, are efficient and keep fastidious records. Rely on formalized approaches and methods. Take direct, carefully calculated dangers. Show solid resistance to change. Low uncertainty avoidance societies have characteristics such as; Use casualness in intelligence with others, are less efficient and keep fewer records. Rely on casual standards for most things, are less calculating when taking dangers. Show as it were direct resistance to change.

House et al (2004) contended that organizations must have considered social contrasts as the globalization of trade proceeds to extend. He stated that as financial borders come down, social boundaries go up, in this way displaying modern challenges and openings in trade.

3.10. Leadership and its Culture

A few studies have been performed about leadership and the key variables in administration effectiveness have been reviewed additionally. A characteristic that was respected positive in a circumstance could be respected as a negative detail of leadership in another position. An uncommon fashion of leadership that has been appropriate for independent societies could lead to vanquish in a collectivism culture (Taleghani et al, 2010). In a few districts and nations such as the Philippines and Hong Kong, there have been many differences in administration styles. For the most part, administration styles could be adjusted with the social environment and space prevailing within the

organizations (Wiley, 1996). In a business environment, there was a diversity of models: In America, with its longstanding involvement with proficient commerce administration, the foremost promptly accessible part show for the head of a company was the corporate CEO. In China and Chinese-related businesses, it was the head of the family. In France, it has remained the military common. In Japan, it was the agreement builder. In Germany, in those days it was the union builder (Taleghani et al, 2010).

Dickson et al (2003) characterized cross-cultural leadership as the capacity of a person (the pioneer) to intentioned and unequally impact and persuade individuals of a socially diverse gathering toward the accomplishment of an esteemed result by engaging to the shared information and meaning frameworks of that socially diverse bunch. Checking on this definition, it has got to be clear that what isolates cross-cultural authority from basic authority are the words "culturally different." What isolates basic authority from cross-cultural administration has been the requirement for pioneers to consider the suggestions of the contrasts within the information and meaning frameworks of their devotees and to consolidate these contrasts into the impact handle (Alhamad et al, 2015). In furthermore Alhamad et al demonstrated (2015) that universal organizations has required pioneers who could alter to distinctive situations rapidly and work with accomplices and workers of other societies (House et al, 2001), and encourage it could not have been accepted that a leader who was effective in one nation was not be effective in another (Wolf, 2006). It has shown that leaders have their own cultures to lead their subordinates and businesses in different ways within company goals. To achieve the company targets and to get followers' attention ineffective way, the leaders use different materials in dynamic environments. These are based on leaders own self-traits which comes from long-lasting working achievements. Therefore, every leaders culture is not appropriate in every company and in every circumstance.

3.10.1. Transformational Leadership and Power Distance

According to Hofstede (2001), in high power distance cultures, there was a centralized decision structure. Therefore, subordinates were expected to be told and the hierarchy reflects the existential inequality between higher-ups and lower-downs and

managers prefer to rely on formal rules, authoritative leadership and close supervision, which were believed to lead to better performance. As people has wanted and expected more guidance in societies with greater power distance, it has been an impact on subordinates' expectations and preferences regarding leadership (Ergeneli, 2007). Power distance has identified differences among society. In a country that a has had high power distance people accept power between each other and not expect to minimalize. Transformational leadership versatility has allowed leaders to change their actions to comply with the requirements of their subordinate culture. For instance, transformational leaders could change their leadership styles to be more aligned with the directive rather than participating in a high power distance society, and where subordinates prefer the directive approach (Muenjohn, 2007).

3.10.2. Transformational Leadership and Uncertainty Avoidance

Uncertainty avoidance has been the degree to which individuals of a society feel awkward with unstructured circumstances and equivocalness. This circumstance has been incremented dependence on clear strategies, well-known techniques, and well-understood rules so that distresses with obscure circumstances among representatives are diminished. High uncertainty avoidance and collectivism, fundamentally has reinforced the hierarchical and conformist attributes of the top-down command structure. Low uncertainty avoidance culture may match with innovative, transformational behavior (Jung et al, 1995). According to GLOBE Research Team (1999), high uncertainty avoidance cultures have created more pressure on leaders' shoulders with procedures.

3.11. Languages and Historical Cultures

These have been one of the prominent issues in international businesses. Language could be evaluated to point out one tough step in internationalization processes. The term, social remove, was utilized as an illustrative figure for the predisposition of internationalizing companies towards outside markets that were socially comparable. (Denice et al., 2001). The level of dialect differing qualities has been clearly dependent

on the degree of the company's worldwide organize of backups, clients, providers and joint-ventures, in spite of the fact that indeed the foremost universal of undertakings has been grasped as it were a diminutive division of the world's 5,000 furthermore dialects.

Much of the universal administration and technique writing reflects a common see that language is the encapsulation of culture, which leads to the bundling of language inside the wide term "culture" (Denice et al., 2001).

Multinational companies have had mainly the English language to communicate through software within the company. In addition to it, other usage areas were stock market expressions, market reports, company declarations, international job hiring, technical specifications for projects.

According to the observation of Kumayama, various events in which the students' learning preparation was prevented by culture instead of linguistic use. Furthermore, the significance of knowing not as it was how to "translate" from English to Japanese, but to get it the social setting in which the communication happens. (Kumayama, 2010). Agreeing to Kumayama's perception (2010), whereas an American student's sentences were all syntactically adjust, they were still satisfactory within the setting of the Japanese culture. Essential both were made in simply interpreting his sentences from English to Japanese in a mechanical mold, without respect for the social desires of his group of onlookers. The Japanese culture could be a long setting culture; they moreover have inclined toward to conversation metaphorically instead of getting right to the point. From an anthropological angle, this characteristic could have stemmed in portion from Japan's moderately great populace density. Such an environment has required a framework of communication that empowers individuals to be associated with one another in a respectful, unsurprising mold. It would have been thought when a local Japanese speaker has tried to talk about something that since the speaker culture has existed in Japanese society and American culture has been generally short deep setting, it would be simple for an American to misconstrue or miss a few unobtrusive relevant clues dropped by a local Japanese speaker. Normal questions that an American questioner could ask, "What can you are doing for us?" and/or "What makes you more qualified to accept this position than any other candidate?" The boss inquires these questions in an exertion to find out

how apt and beneficial the candidate can be. The objective of a Japanese work meet has been to discover out whether the candidate has been well coordinated with the company. Earnestness and trustworthiness have been exceedingly esteemed qualities.

Güngör et al (2014, p. 1374) indicated that Japanese say "The nail that sticks out gets hammered down" (Deru kugi wa utareru), and Turks say "The sheep that separates from the flock is devoured by the wolf" (Sürüden ayrılanı kurt kapar). Both truisms underline that being distinctive or partitioned from others has negative repercussions.

3.11.1. Turkish culture

Culture is related to the verifiable past, improvement properties, modes of generation and social relations of human social orders. All inventive exercises of individuals and esteem judgments amid these exercises are parts of the culture. The destiny of the Turkish family line happens in their civilizations field. Marriage and family respected as the establishment of society and State among Turkish individuals. As is known, religion has the primary need among the foremost critical values within the Turkish social orders. The arrangements of the devout esteem cover each viewpoint of the social relations of Turkish society. These values have been reflected within the conventions of the Turkish community, and have been given keenness with devout values. In Hofstede's assessments, Turkish culture has been centered on the relationship in differentiating Anglosakson culture centers (Baltaş, 2011 & Özdaşlı, 2013). The most highlights of Turkish culture: (Çağlar, 2001). Localize Nationality (accentuation on the tribal commitment), Security-Centric (security has been exceptionally vital than anything else), Sharing (Gathering life), Specialist and custom based (Centralist), Constitutionalist (Have authentic employments), Inclined to bureaucratic hones (Acting in agreement with the official laws and rules) It's seen that Turkish administration was not distinctive from the American administration. As it could have been investigated appear that management individuals are appropriate to compare to Japanese individuals (Özdaşlı, 2013).

3.11.2. Japanese culture

The fast financial advancement of Asia in later decades has been one of the foremost vital occasions in history. This development has continued and there were

reasons to expect that it had been proceeding uncertainly unless crashed by conceivable but impossible worldwide clashes. At the center of Asian financial advancement was its commerce leadership—managers and business people who had maintained and made Asian companies. Did they show the same authority styles as beat officials within the West? Within the culture of Japanese individuals, human being has been uncommon esteem concurring to Confucius informational; they have accepted in unending drive of human being and put significance on human preparing and preparing innovators. Japanese organizations have seen their staff as their resource in this culture and respected human assets improvement as a really critical matter. Numerous organizations have utilized controls and laws to lead their staff to perform errands and a few of them emphasize social standards and values as the component of dominance on staff. In Japan, on the off chance that there have been laws and directions, standard introduction has been prevailing on legalism. Agreeing to a few investigates, usefulness of Japanese staff has been controlled by their claim colleagues within the working bunches. Value-based demonstrate of pioneer and adherent connection in Japan has been based on benevolence and fellowship. One of the Japanese sociologists has accepted that the premise of Japanese society was the connection between two people in high and low position. This relationship has taken after the relationship between parent and child. (Taleghani et al, 2010). Taleghani et al (2010) shown profoundly that for the most part, major characteristics of Japanese pioneers counting reality, ceaseless work, participation and coordination with others, capacity to set up a close relationship with colleagues, the resistance to hardships and troubles of work, self-discipline, capacity to control requests and individual sentiments and sensitivity with devotees in Japanese society have changed in terms of values and financial frameworks but conventional administration standards are still remained settled. There are administration details in Japan in comparison with other nations as takes after:

1. Japanese leaders compared with pioneers of other social orders have had less control since they have been anticipated to have warm and great connections with their adherents and adherents were permitted to choose due to their claim states of mind and choices, to a degree.

2. Fidelity of the inferior to the superior in the Japanese moral framework is a virtue. In return, the superior should allow the inferior to express this fidelity and it is expected that the leader relies on his followers to remove his weak points.

3. Leaders ought to attempt to diminish the rate of conflictions, squabbles, restrictions, pressures, and tensions among their supporters.

4. The most elevated effectiveness of leaders is related to their capacity to get the adherents and to pull in their considerations. Other major details of the Japanese administration framework have been incorporate group work, collective choice-making, work turns, adaptability in work, long term work, shared passionate relationship between boss and representative, the framework of advancement on the premise of predominance, gather appraisal and bunch reward.

Özdaşlı (2013) indicated that trade hones are a branch of national culture. To get it Japanese commerce, it is vital to get it the culture. Between localized corporate culture and broader and enlightening national culture that influences trade choice-making can be seen as a vital distinction (a citied by Ford and Honeycutt, 1992, p. 27). Additionally Ford and Honeycutt (1992)agreed that it has been the best way to describe the Japanese business with its culture. Japanese behavior rules and way of life have been significantly struck by Confucius's reasoning. It's emphasized status and ceremonies in their social way of life. The most inclusive of the Japanese character has been acquiescence and self-control. Japan has had as it were one dialect and one religion. It has had imperative property. Non-ethnic bunches, homogeneous structure, and crowded are its most imperative highlights. Workers and clients are homogeneous. People's wishes and desires are near to each other. Really, Japan is one of the foremost homogenous nations in terms of social and social structure (Afacan, 2001). It is an advantage for Japan that it could be a single race and single-language (Zerenler and Iraz, 2006).

Japanese culture, in terms of a few highlights, has been distinctive from others, particularly Western culture. Japanese individuals have been delicate to changing and advancing world, and have attempted to require their share from the outside improvements within the world (Erdem and Kocabaş, 2004). In Japanese society, individuals can pick up degree esteem in case they are valuable to the community. This implies that it is vital for them to be congruous inside the bunch. Individuals of the gather that doesn't comply with the rules are avoided. Other than, Confucius standards has mentioned that individuals are great as their beginning. This thought claims that the Japanese have the certainty of their individuals. This certainty exists in all Commerce applications (Zerenler and İraz, 2006). In expansion to characterizing the Japanese

culture, Özdaşlı (2013) proceed to demonstrate that in administration, involvement and age were critical as much as a confirmation. Involvement in this matter comes some time recently confirmation. In spite of the fact that essential, auxiliary, and long term school are exceptionally troublesome, college instruction is exceptionally simple as superlatively. What's vital is that the student goes to a great college and graduates from there. The candidate has need instruction within the company. Preparing that's gotten individual is common qualified. For the most part, the companies commit tremendous assets, in arrange to pick up proficient capabilities. Introduction preparation has been given in Japan expectation. Particularly center and huge Japanese companies have provided continuous preparation for all their staff. The foremost common preparation has been job-training. The fundamental reasoning of Japanese companies is learned at work and experienced experts share all their involvement, information, and abilities with modern staffs (Yıldız and Ardıç, 2002).

4. EMPLOYEE MOTIVATION

Motivation definition has referred to the powers either inside or outside to an individual that stimulate excitement and perseverance to seek after a certain course of activity. Salanova and Kirmanen (2010) indicated that Intrinsic, inside one, motivation can be defined that works itself as the starting point of motivation and fulfill the employee needs. This strong source has come from self-generation as the effect of environment contribution such as getting interesting, depending on individual goals, responsibility, developing own skills, and matching with opportunities. Extrinsic motivation can be provided with outside effects such as rewards, promotions, and expanding power. This out effect has been not last longer than an inside generation. Managers' states of mind, and their capacity to get it and shape the states of mind of representatives, have significantly influenced the work environment and impact representative inspiration, assurance, and work execution. Individuals have varied in numerous ways. A few have been calm and modest whereas others have been gregarious; a few have been keen and genuine whereas others were incautious and fun-loving. When the top pioneer of a company has shown pomposity and basically tells everybody else how they have to make

strides, that attitude and behavior filter down to every level of management(Daft, 2008). The leadership priority and responsibility has been to combine the right motivational tools to satisfy employees' needs for better performance in every level of structure (Ștefan et al, 2020).

The process of motivation usually has been started with someone recognizing an unsatisfied need. Then a goal has been established to be reached and that way to satisfy the need. Rewards and incentives could be established for people to better accomplish the given goal. This whole process as named motivation, in another saying has been an inspiration, has been inspected for decades (a cited by Salanova and Kirmanen, 2010). The early two of main theories were Maslow's need hierarchy theory and McGregor X/Y Theory (Dewi and Wibowo, 2020, p. 2039). As a starting point of these theories, more deep diving could be realized on employee motivation.

4.1. Maslow's need hierarchy theory

This theory has been related to human psychology was published by Abraham Maslow in 1943. This has contained five need steps which pointed out people's understanding of life in different levels within a pyramid. From the first level to the top level, the described model can be listed as; physiological, safety, belongingness, Self-Esteem, Self-Actualization. According to Huang and Xu (2012), even there are all human motivation, inspiration, and relationships between related theories, Maslow's hierarchy of needs theory is one of the fundamentals. The image can be seen below as a pyramid.

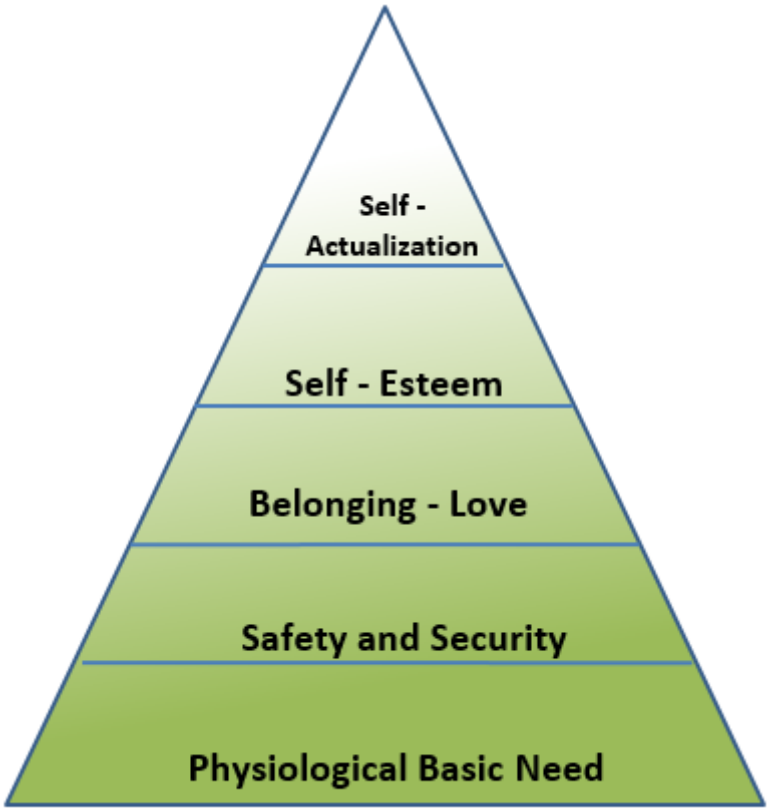

Figure 1: Five Level of Hierarchical Maslow's Need

A. Physiological Needs:

The first level of this pyramid hierarchical order has desired satisfaction of basic needs such as food, water, shelter, warmth, sex, breath, clothing and sleep.

B. Safety and Security:

The second safety need has been security, stability, freedom from fear with law. This society has created an area against violence and hunger.

C. Belongingness and Love:

The need has been a sense of ownership such as getting friendship, giving and feeling love, sharing common things within a family, appreciation by surrounding by its friends.

D. Self-Esteem:

In this level, individuals have felt prestige and respect attitude from the others, had achievements against obstacles or being master in some topics.

E. Self-Actualization:

This endpoint of levels has contained every satisfaction in Maslow's hierarchical orders. All gathered satisfactions inside of the individual reveal the main potential for a person. These feelings can be listed such as problem-solving, creativity, truth-accepting, virtuous, hearty.

4.2. X and Y McGregor Theory

According to Sager (2015, p.42), in 1960 McGregor has claimed that managers could evaluate their subordinates and colleagues in two principal ways; Theory X and Theory Y. McGregor indicated that the subordinates need the pressure to reach the goals and to be driven with guidance. On the other hand, Theory Y perspective has expressed that the employee has had the motivation to complete the tasks and prefer to be accountable with related abilities. Beside of the expression Theory X and Y, about communication according to Sager (2015, p. 45), in 1994 Ashforth has obtained the correlation between leadership behavior and theory X. This correlation has shown that leader who thinks in Theory X perspective has disheartened activity, utilizes noncontingent discipline, put down motivation. These theories have shown how managers communicate with the related subordinates and how employee percept the belief. In theory X perspective, from management level to employee there would have been tight control with limitation. In theory Y, perspective was more developmental with achievement and improvement-oriented in line of vision. According to Hattangadi (2015, p.21) there was no best way to put forward these management theories in a dynamic business environment. Managers could choose the approaching styles and adapt both perspectives to employees depend on workplace circumstances.

5. LEADERSHIP AND EMPLOYEE MOTIVATION

The most powerful aspect of employee motivation has been the consistency of the manager's relationship with an employee (Naile and Selesho, 2014). Motivation has been based on human needs which can not be some slice of a cake. The successors have found its meaning with all employee effort which gets the biggest support from motivation. Employees have reflected the attitudes to their jobs and it has affected how they had given direction to their business respectively. The relationships of leadership style, motivation, and employee performance have been extensively studied (Bass, 1990; Collins and Porras, 1996; Manz and Sims, 1991; Sarros and Woodman, 1993; Crawford and Lok, 2003). Management is in reality a prepayment of impacting supporters with energy (Taleghani et al, 2010). Only motivation could have not to help to perform a good job. In a different point of definition; administration predominantly has existed inside individuals and organizations. Basically mentioned, the authority has had the capability to influence others (Bethel, 1990). Bohn and Grafton (2002) assume that administration implies the way to form a clear vision, filling their subordinates with self-confidence, made through coordination and communication to detail.

II. THE FRAMEWORK OF THE RESEARCH

1. The Aim of the Research

The aim of this study has been to explore the impact of language and cultural differences in transformational leadership. According to Bass (1985,1998), and Bass and Avolio (1994,1997), transformational leaders have been capable of fostering rapid change, especially in turbulent times. Thanks to growth need of components such as creating innovation, creating industrialization, an increment of unions, and quick circulation of products and cash, companies have begun to be more dynamic in contributing within the distinctive nations, making investment such as creating dealerships network, opening new operation branches or manufacturing facilities. Turkey is in emerging country list and in adaptation process with the developed countries. These has pointed out that Turkey has gone to have some changes with its brittle economy. In 2014, Farid Ahmad and colleagues indicated that transformational leadership has biggest role on motivation by academic researchers in recent years.

Based on the literature review, transformational leadership has been researched. Besides transformational leadership according to Hofstede (1980), Japan has a higher power distance than the United States and based on the literature review in this study, Turkish culture is not distinctive from American culture. Therefore, in order to see also the link between cultures in Japanese companies located in Turkey, power distance has been selected as one of the cultures of leaders. The second culture has been selected as Uncertainty Avoidance. Since Turkey has been accepting investments from multinational companies, there could be a development period with local leaders' acceptance of uncertainty avoidance in order to create pure well-established structures in a long way. Additionally, some demographic variables which can help to measure the effects of differences on employees were determined.

The national cultural dimensions, the power distance and uncertainty avoidance, on employee motivation which was driven by transformational leadership have not been investigated sufficiently for Japanese multinational

companies located in Turkey. According to these variables, the research model and hypotheses were suggested.

2. The Proposed Research Model

In this model, according to the limitations based on literature reviews, transformational leadership's dimensions will be researched with power distance culture and uncertainty avoidance culture.

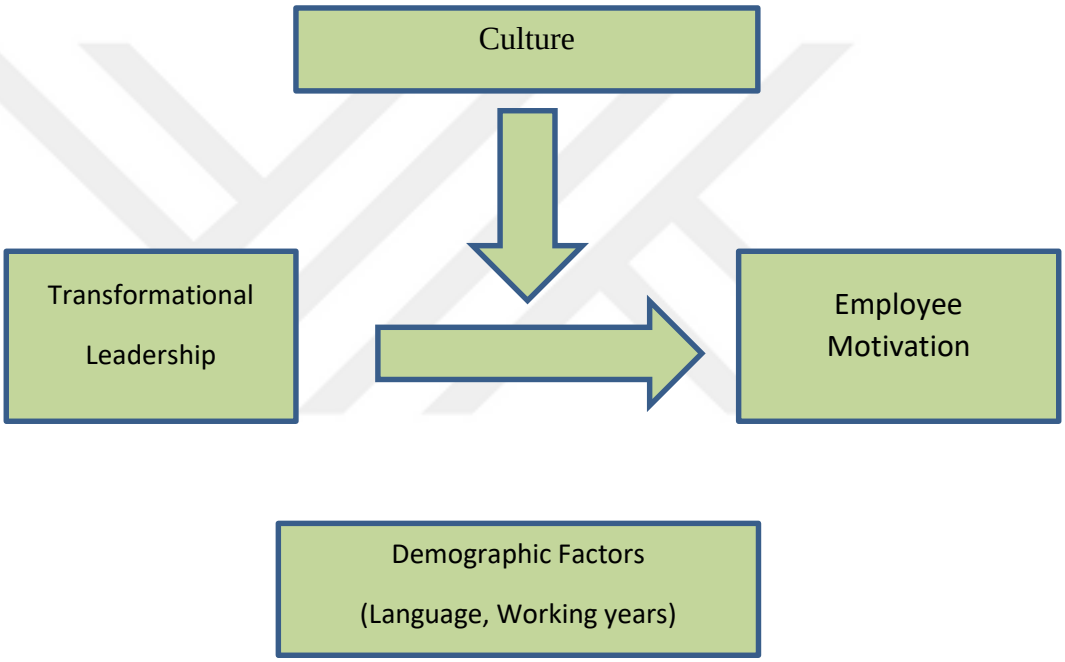

Figure 2: The Research Model

3. The Hypotheses of The Research

According to information which were obtained from literature review of this research, these hypotheses are suggested:

H1: There is a relationship between transformational leadership and employee motivation.

H2: There is a relationship between culture and employee motivation

H3: Culture has a moderator impact on the relationship between transformational leadership and job satisfaction

H4: There is a leader who spoke Turkish language has an effect on employee motivation

H5: There is a leader who spoke foreign language has an effect on employee motivation

III. RESEARCH METHODOLOGY AND DATA ANALYSIS

1. Sample and Procedure

The inquire about conducted will be a quantitative inquire about. A survey will be created with the assistance of past considers and created overview instrument will be used in arrange to gather information from worker. Information collection by means of an internet survey overview is both productive and cheap, as different bunches can be effortlessly come to (Patten, 2014). The survey is conducted to employees who work in Japanese company in Turkey.

Outlined survey will be exchanged to online forms. The online survey interface will be sent out by means of mail. As the protection of the respondents is significant, no individual data will be collected. The least target number of respondents is 150. Before reaching target number, pilot survey distribution will be made and accordingly based on the result main distribution will be realized and completed with analysis.

In arrange to dissect the assembled information, a program which title is Factual Bundle for Social Sciences, in brief frame it is SPSS, will be utilized. Much appreciated to SPSS computer program.

2. Measurement

Antonakis (2001) used the Multifactor Leadership questionnaire for his research which name was validity of the leadership types. The questions were gathered based on literature reviews that contains transformational leadership questions developed based on Multifactor Leadership Questionnaire (Bass, 1985 and Bass & Avolio, 1997), Alahmad (2016), cultural differences is used based on Culpepper (1999) research that has been on and Dorfman and Howell 1988 cultural dimensions scales, Employee motivation is used based on Shahzadi et al (2014).

2.1. Instruments for Culture

In this study, Regarding the Power Distance and Uncertainty Avoidance cultural affect is examined. The survey consists of 11 questions. The Questions are designed to answer with 5-point Likert scale in statements like 1: Strongly disagree, 2: Disagree 3: Neither agree nor disagree 4: Agree and 5: Strongly agree.

a. Power distance culture

Short Code	Questions
CUPD1	Managers should make most decisions without consulting subordinates.
CUPD2	It is frequently necessary for a manager to use authority and power when dealing with subordinates.
CUPD3	Managers should seldom ask for the opinions of employees.
CUPD4	Managers should avoid off-the-job social contacts with employees.
CUPD5	Employees should not disagree with management decisions.
CUPD6	Managers should not delegate important tasks to employees

Table 1 : Instruments For Culture – Power Distance

b. Uncertainty Avoidance culture

Short Code	Questions
CUUA1	It is important to have job requirements and instructions spelled out in detail so that employees always know what a they are expected to do.
CUUA2	Managers expect employees to closely follow instructions.
CUUA3	Rules and regulations are important because they inform employees what the organization expects of them.
CUUA4	Standard operating procedures are helpful to employees on the job.
CUUA5	Instructions for operations are important for employees on the job.

Table 2 : Instruments For Culture - Uncertainty Avoidance

2.2. Instruments for Leadership

In this study, Transformational Leadership effect is examined. The survey consists of 16 questions. Questions are designed to answer with 5-point Likert scale in statements like 1: Strongly disagree, 2: Disagree 3: Neither agree nor disagree 4: Agree and 5: Strongly agree.

Types	Short Codes	Questions
Idealized influenced	TLII1	Talks about their most important values and beliefs
	TLII2	Specifies the importance of having a strong sense of purpose
	TLII3	Considers the moral and ethical consequences of decisions
	TLII4	Emphasizes the importance of having a collective sense of mission
Intellectual Stimulation	TLIS1	Re-examines critical assumptions to question whether they are
	TLIS2	Seeks differing perspectives when solving problems
	TLIS3	Gets his/her to look at problems from many different angles
	TLIS4	Suggests new ways of looking at how to complete assignments
Inspirational Motivation	TLIM1	Talks optimistically about the future
	TLIM2	Talks enthusiastically about what needs to be accomplished
	TLIM3	Articulates a compelling vision of the future
	TLIM4	Expresses confidence that goals will be achieved
Individualized Consideration	TLIC1	Spends time teaching and coaching
	TLIC2	Treats me as individuals rather than just as a member of a group
	TLIC3	Considers an individual as having different needs, abilities, and aspirations from others
	TLIC4	Helps me to develop my strengths

Table 3 : Instruments For Leadership

2.3. Instruments for Employee Motivation

In this study, regarding employee motivation, Maslow's Self-Actualization is examined. The survey consists of 6 questions. Questions are designed to answer with 5-point Likert scale in statements like 1: Strongly disagree, 2: Disagree 3: Neither agree nor disagree 4: Agree and 5: Strongly agree.

Short Code	Questions
EM1	I feel a sense of personal satisfaction when I do this job well.
EM2	My opinion of myself goes down when I do the job badly.
EM3	I take pride in doing my job as well as I can.
EM4	I feel unhappy when my work is not up to my usual standard.
EM5	I like to look back at a day's work with a sense of a job well done.
EM6	I try to think if ways of doing my job effectively.

Table 4 : Instruments For Employee Motivation

2.4. Instruments for Language

In this study, Regarding Language is examined. The survey consists of 1 questions. Questions are designed to answer with 2-point Likert scale in statements like Turkish and Foreign.

Language	Which language do you use for communication with your leader?

Table 5 : Instruments For Language

2. Data Analysis

Statistical analyses were done by IBM SPSS Statistics 20 for Windows operating system. Frequencies and percentages of demographic variables of the samples were displayed. For determining the highest and lowest scores in scale, descriptive statistics

(mean, standard deviation) were consulted. Factor analysis and reliability analysis were used with varimax rotations. Loading level standard was determined to 0,5 for this research. Cronbach' Alpha values were calculated for each variable's factor. For consistency, all factors which have a value below 0,6 were extracted from the analyses. To measure the effect among the research model's variables and analyze employee motivation, simple linear regression analysis, multiple linear regression analysis, ANOVA analysis were performed in SPSS.

2.1. Pilot Research and Analysis

The survey conducted to 30 respondents as a first step of analysis. The idea is shortening the time of survey, maximize the respondent quantity and create the hypothesis efficiently. The values have been assessed with the Likert scale from 1 Strongly Disagree to 5 Strongly Agree.

Transformational leadership, culture and employee motivation have been added into the factor analysis.

To make the factor analysis, the first thing is to check the Anti-Image table. Rule 1 is; if any component has only 1 question during factor analysis, it is removed and made analysis again accordingly. Rule 2 is; if values are more close between components as under 0,100 the question should be removed and analysis should be debugged again.

2.1.1. Pilot - Transformational Leadership Analysis

16 questions (second chapter from 1th question to 16th) have been asked to the participants of the survey for this research which covers four sub-dimensions of transformational leadership, such as Idealized influenced, Intellectual Stimulation, Inspirational Motivation, and Individualized Consideration. The values have been assessed with the Likert scale from 1 Strongly Disagree to 5 Strongly Agree.

2.1.1.1. Factor Analysis

Based on data analysis rules, TLIC2 (Anti image is under 0,500 as 0,360), TLIS4(closest values), TLIS1(closest values), TLII3(closest values), TLIM3 (reliability is low) are removed. As a result, KMO value was 0.819. There is 3 components with high reliability values.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,819
Bartlett's Test of Sphericity	Approx. Chi-Square	249,207
	df	55
	Sig.	,000

Table 6: Pilot - Transformational Leadership KMO

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,085	55,314	55,314	6,085	55,314	55,314	4,605	41,868	41,868
2	1,723	15,661	70,975	1,723	15,661	70,975	2,446	22,235	64,103
3	1,087	9,884	80,860	1,087	9,884	80,860	1,843	16,757	80,860
4	,679	6,174	87,033						
5	,387	3,517	90,550						
6	,317	2,882	93,432						
7	,260	2,366	95,798						
8	,166	1,510	97,308						
9	,118	1,072	98,380						
10	,095	,865	99,245						
11	,083	,755	100,000						

Extraction Method: Principal Component Analysis.

Table 7: Pilot - Transformational Leadership Total Varience

Rotated Component Matrixa

	Component		
	1	2	3
TLIC4	**,891**	,117	,247
TLIC1	**,863**	,144	,193
TLIS3	**,801**	,392	,005
TLIC3	**,787**	-,067	,472
TLIS2	**,740**	,502	-,110
TLII1	**,702**	-,140	,452
TLII4	**,701**	,352	,283
TLIM4	,260	**,916**	,090
TLIM2	,012	**,894**	,196
TLIM1	,131	,133	**,844**
TLII2	,434	,449	**,683**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

Table 8: Pilot - Transformational Leadership Rotated Component Matrix

Reliability analysis for three factors of transformational leadership has been completed successfully. The first component has 0,927 Cronbach's Alpha, second one 0.889, third one 0,728. "With if item deleted" there is no any improvement. As a result, the table is below;

2.1.1.2. Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
,927	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TLIC4	21,2667	22,271	,894	,903
TLIC1	21,4000	22,110	,843	,910
TLIS3	21,0667	24,685	,780	,915
TLIC3	21,3000	23,803	,785	,915
TLIS2	20,7667	25,426	,699	,923
TLII1	21,2667	27,168	,674	,926
TLII4	20,9333	25,168	,746	,919

Reliability Statistics	
Cronbach's Alpha	N of Items
,889	2

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TLIM4	3,8667	,740	,803	
TLIM2	3,9333	,616	,803	

Reliability Statistics	
Cronbach's Alpha	N of Items
,728	2

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TLIM1	3,7333	,616	,575	
TLII2	3,5333	,740	,575	

Table 9: Pilot - Transformational Leadership Reliability Analysis

2.1.2. Pilot – Culture Analysis

11 questions (second chapter from 17th question to 28th) have been asked to the participants of the survey for this research which covers two sub-dimensions of transformational leadership, such as power distance and uncertainty avoidance The values have been assessed with the Likert scale from 1 Strongly Disagree to 5 Strongly Agree.

2.1.2.1. Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,621
Bartlett's Test of Sphericity	Approx. Chi-Square	32,799
	df	15
	Sig.	,005

Table 10: Pilot - Culture Analysis - KMO

First, the questions for Culture have been added into the factor analysis. The KMO value was 0.621 and the significance value was significant at 0.005.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,345	39,089	39,089	2,345	39,089	39,089	1,652	27,527	27,527
2	1,173	19,548	58,637	1,173	19,548	58,637	1,567	26,109	53,636
3	1,098	18,304	76,942	1,098	18,304	76,942	1,398	23,305	76,942
4	,518	8,639	85,581						
5	,502	8,364	93,945						
6	,363	6,055	100,000						

Extraction Method: Principal Component Analysis.

Table 11: Pilot - Culture Analysis - Total Varience

Rotated Component Matrix

	Component		
	1	2	3
CUPD5	**,847**	-,019	-,246
CUPD4	**,833**	-,211	,069
CUUA4	,021	**,913**	,081
CUUA3	-,299	**,805**	,093
CUUA5	,072	,020	**,904**
CUUA1	-,381	,200	**,708**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

Table 12: Pilot - Culture Analysis Rotated Component Matrix

There are three components that include Power Distance questions and Uncertainty Avoidance questions. There was two question were related with Power distance and four questions were related with Uncertainty Avoidance.

2.1.2.2. Reliability Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
,669	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CUPD5	1,9333	,892	,502	
CUPD4	2,1000	,921	,502	

Reliability Statistics

Cronbach's Alpha	N of Items
,697	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CUUA4	4,0000	,207	,545	
CUUA3	3,9667	,309	,545	

Reliability Statistics

Cronbach's Alpha	N of Items
,569	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CUUA5	4,0333	,654	,400	
CUUA1	4,0667	,547	,400	

Table 13: Pilot - Culture Reliability Analysis

2.1.3. Pilot – Employee Motivation Analysis

2.1.3.1. Factor Analysis of Pilot Employee Motivation

First, the questions for Employee Motivation have been added into the factor analysis. The KMO value was 0.621 and the significance value was significant at 0.000. Total cumulative loading is %82 with two components.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,621
Bartlett's Test of Sphericity	Approx. Chi-Square	34,627
	df	6
	Sig.	,000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,258	56,443	56,443	2,258	56,443	56,443	1,886	47,147	47,147
2	1,022	25,557	82,001	1,022	25,557	82,001	1,394	34,854	82,001
3	,462	11,546	93,547						
4	,258	6,453	100,000						

Extraction Method: Principal Component Analysis.

Table 14: Pilot - Employee Motivation KMO and Varience

Rotated Component Matrixa

	Component	
	1	2
EM4	**,912**	,047
EM6	**,900**	,210
EM5	-,008	**,932**
EM2	,494	**,693**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Table 15: Pilot - Employee Motivation Rotated Component Matrix

2.1.3.2. Reliability Analysis of Pilot Employee Motivation

In the reliability analysis of Pilot Employee Motivation, there were two components. Both components are reliable with the Cronbach's Alpha values. There was not found any item if any of them deleted to help to increase Cronbach's Alpha value.

Reliability Statistics

Cronbach's Alpha	N of Items
,821	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM4	4,0667	,340	,716	
EM6	4,0000	,552	,716	

Reliability Statistics

Cronbach's Alpha	N of Items
,610	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM2	3,7333	,547	,454	
EM5	3,6667	,920	,454	

Table 16: Employee Motivation Reliability Analysis

2.1.4. Pilot Research Evaluation

After Pilot Evaluation, Transformation Leadership questions were decreased from 16 to 11, Culture questions from 9 to 6, Employee motivation from 5 to 4 in case study with limitation for the dissertation.

3.2. Main Demographic Analysis

Below table has been formed from the descriptive statistical frequency analyzed from SPSS and shows demographic variables results and participants' details.

		Frequency	**Percent - %**
Age	22-30 years old	44	28,8
	31-35 years old	61	39,9
	36-40 years old	30	19,6
	41-45 years old	14	9,2
	More than 46 years	4	2,6
Education Level	Associate Degree	4	2,6
	Bachelor's Degree	100	65,4
	Master's Degree	49	32

Seniority in the organization	Less than 1 year	32	20,9
	1-5 years	67	43,8
	6-10 years	43	28,1
	11-20 years	9	5,9
	More than 21years	2	1,3
Total Seniority	Less than 1 year	2	1,3
	1-5 years	22	14,4
	6-10 years	68	44,4
	11-20 years	47	30,7
	More than 21years	14	9,2
Language of the communication	Turkish	102	66,7
	Foreign	51	33,3
Company Policy Understanding	Yes	153	100
	No	0	0

Table 17: Demographic Analysis

As it was seen in Table 6, The age distribution of the participants was weighted at less than 35 years old as %68.7, less than 40 years old as %88.3. The same result can be seen in communication percent that Turkish language was used more than foreign in communication. When participants were asked about the language for their communication with their leaders; 66,7% are Turkish and 33,7% "foreign" (English and Japanese) is marked. To see the education level picture of the participant, the responses were distributed to three options, associate, bachelor's, master's degree and doctorate degree as 2,6%, 65,4%, 32% and %0. When participants were asked about the working time at the current organization and total working years, for the current organization seniority, 20.9% of participants were less than 1 year, % 43.8 of participants were between 1-5 years, %28.1 of participants between 6-10 years. For total seniority level,

less than 5 years is %14.4 and %86.6 of participants who have had more than 6 years' experience in the working environment. It has meant that under 10 years in the company as employed with high seniority level is %92.8. Thanks to their high seniority level in the business environment, the answers based on participant's observations could be provided more reliable data to measure the proposed research model with understanding %100 company policy.

3.3. Main Factor and Reliability Analysis

After pilot research within limitation, total respondent reached to 153. After pilot evaluation, the questions were decreased for main sampling respondents which were analyzed in that headline.

3.3.1. Transformational Leadership

11 questions (second chapter from 1th question to 11th) have been asked to the participants of the survey for this research which covers four sub-dimensions of transformational leadership, such as Idealized influenced, Intellectual Stimulation, Inspirational Motivation, and Individualized Consideration. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

First, 11 questions for Transformational leadership have been added into the factor analysis. The KMO value was 0.865 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,865
Bartlett's Test of Sphericity	Approx. Chi-Square	744,131
	df	28
	Sig.	,000

Table 18: Leadership Analysis KMO

To make the factor analysis, the first thing is to check the Anti-Image table. Rule 1 is that if any component has only 1 question during factor analysis, it is removed and made analysis again accordingly. Rule 2 is that if values are more close between components as under 0,100 the question should be removed and analysis should be debugged again. The rule has been controlled and the questions TLIS3, TLII4, TLIM1 have been removed based on Rule 1 and Rule 2.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,751	59,391	59,391	###	59,391	59,391	3,326	41,576	41,576
2	1,026	12,823	72,214	###	12,823	72,214	2,451	30,638	72,214
3	,702	8,769	80,983						
4	,457	5,708	86,691						
5	,367	4,593	91,284						
6	,293	3,658	94,943						
7	,237	2,967	97,910						
8	,167	2,090	100,000						

Extraction Method: Principal Component Analysis.

Table 19: Leadership Analysis Total Varience

Rotated Component Matrix

	Component	
	1	2
TLIC3	**,877**	,151
TLIC1	**,803**	,378
TLIC4	**,789**	,348
TLII1	**,752**	,185
TLII2	**,620**	,391
TLIM2	,187	**,880**
TLIM4	,269	**,875**
TLIS2	,483	**,660**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 20: Leadership Rotated Component Matrix

Reliability analysis for two factors of transformational leadership has been completed successfully. Based on the weight of questions factor loading in rotated component matrix and based on short code of questions, the names of the components are revised. First one is Individual Sensitivity which point out the individual interest on employee. Second one is Achievement Orientation which point out the future and goal oriented skills. As a result, the table is below;

Reliability Statistics

Cronbach's Alpha	N of Items
,879	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TLIC3	14,3725	10,696	,766	,841
TLIC1	14,5948	8,900	,815	,828
TLIC4	14,3660	9,168	,782	,837
TLII1	14,2810	11,901	,642	,870
TLII2	14,0719	12,199	,615	,876

Reliability Statistics

Cronbach's Alpha	N of Items
,840	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TLIM2	7,7255	2,766	,687	,793
TLIM4	7,6667	2,474	,784	,696
TLIS2	7,5882	2,665	,645	,836

Table 21: Leadership Reliability Analysis

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Individual Sensitivity	TLIC3	**,877**	**41,58%**	**,879**
	TLIC1	**,803**		
	TLIC4	**,789**		
	TLII1	**,752**		
	TLII2	**,620**		
Achievement Oriented	TLIM2	**,880**	**30,64%**	**,840**
	TLIM4	**,875**		
	TLIS2	**,660**		

Table 22: Transformational Leadership Factor Summary

3.3.2. Culture

6 questions (third chapter from 11th question to 17th) have been asked to the participants of the survey for this research which covers two sub-dimensions of culture, such as power distance and uncertainty avoidance. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

First, the questions for Culture have been added into the factor analysis. The KMO value was 0.678 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,678
Bartlett's Test of Sphericity	Approx. Chi-Square	84,723
	df	3
	Sig.	,000

Table 23: Culture Analysis - KMO

Total Variance Explained

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings		
	Total	% of Variance	Total	% of Variance	Cumulative %
1	1,907	63,563	1,907	63,563	63,563
2	,567	18,905			
3	,526	17,532			

Extraction Method: Principal Component Analysis.

Component Matrixa

	Component
	1
CUUA5	,805
CUUA4	,801
CUUA3	,785

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

Rotated **Component Matrixa**

a. Only one component was extracted. The solution cannot be rotated.

Table 24: Culture Analyze Varience and Matrix

In factor Analysis, One component was obtained and there is no rotated component matrix output. In sum, the questions will be meaningful for proceed in the next analyzes which will be about uncertainty avoidance.

Reliability Statistics

Cronbach's Alpha	N of Items
,713	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CUUA3	7,8301	1,405	,516	,643
CUUA4	7,9412	1,319	,538	,616
CUUA5	7,8366	1,269	,542	,611

Table 25: Culture Analysis Reliability

Reliability analysis and factory analys for uncertainty avoidance has been completed successfully. In pilot study, the questions decreased to 3 main item.

As a result, the summary table can be seen as below;

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Uncertainty Avoidance	CUUA5	,805	64%	,713
	CUUA4	,801		
	CUUA3	,785		

Table 26: Culture Factor Summary

3.3.3. Employee Motivation

4 questions (second chapter from 17th question to 21th) have been asked to the participants of the survey for this research which covers employee motivation. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

Firstly, 4 questions for Employee Motivation have been added into the factor analysis. The KMO value was 0.707 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,707
Bartlett's Test of Sphericity	Approx. Chi-Square	113,509
	df	6
	Sig.	,000

Table 27: Employee Motivation Factor Analysis KMO

Total Variance Explained

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings		
	Total	Cumulative %	Total	% of Variance	Cumulative %
1	2,155	53,885	2,155	53,885	53,885
2	,788	73,578			
3	,584	88,188			
4	,472	100,000			

Extraction Method: Principal Component Analysis.

Table 28: Employee Motivation Factor Analysis - Varience

In reliability analyze of Pilot Employee Motivation there is one component. The component is reliable with the Cronbach's Alpha values. There is no any item if any of them deleted to help to increase Cronbach's Alpha value.

Reliability Statistics

Cronbach's Alpha	N of Items
,703	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EM2	11,8497	3,036	,472	,665
EM4	11,5229	3,383	,535	,611
EM5	11,5948	3,677	,453	,660
EM6	11,3072	3,754	,528	,626

Table 29: Employee Motivation Reliability Analysis

As a result, the summary table can be seen as below; Croanbach's Alpha value is 0,703 with 4 different components.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
EM	EM2	,767	54%	,703
	EM4	,759		
	EM5	,704		
	EM6	,703		

Table 30: Employee Motivation Factor Summary

3.4. Main Hypotheses of the Research

3.4.1. Revised Research Model

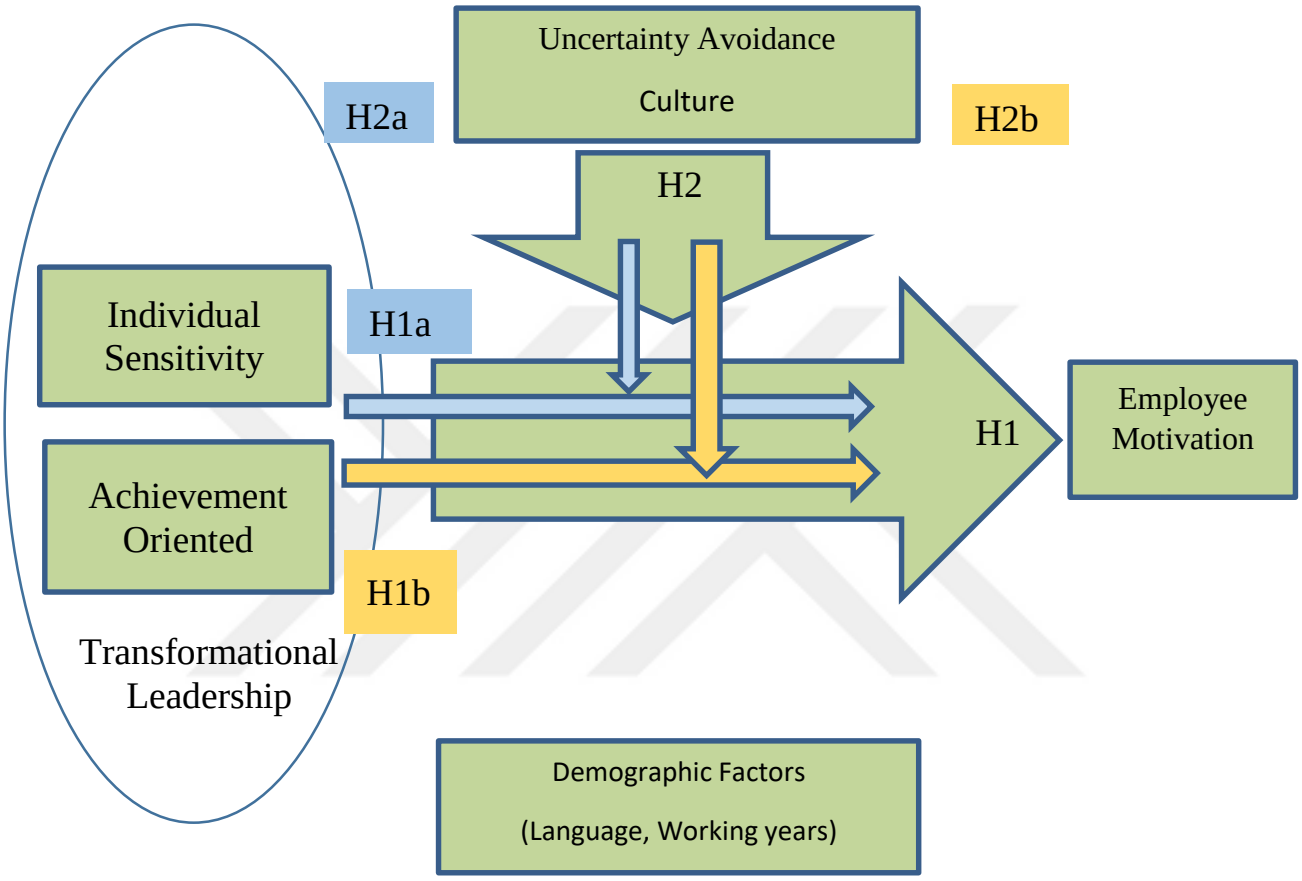

Figure 3: Revised Research Model

3.4.2. Revised Hypothesis Model

According to information which was obtained from factor and reliability analysis based on a literature review of this research, a new research model has been created above and the main hypotheses of the research has changed in accordance with the factor and reliability analysis done and it has been observed

that culture two dimensions are deducted to one dimension with less questions. The component contains 3 question and it is related with only Uncertainty Avoidance. Beside of it, transformational leadership two factors are combination of the sub-dimensions Individualized Consideration & Idealized influenced and Inspirational Motivation & Intellectual Stimulation. When these subdimensions questions have been checked, it is understood that the classification is related to the questions' concept. First componet is more related to the individual feelings and thoughts and second component is related to the goal and result orientaiton. So, these two factors' breakdown have been renamed as Individual sensitivity and achievement oriented. Culture component is related with certain rules and defined environment working conditions. The component is renamed as Uncertainty Avoidance. Accordingly the main hypotheses have been created as it is seen below:

H1: There is a relationship between transformational leadership and employee motivation.

H1a: There is a relationship between individual sensitivity transformational leadership and employee motivation.

H1b: There is a relationship between achievement oriented transformational leadership and employee motivation.

H2: Uncertainty avoidance has a moderator impact on the relationship between transformational leadership and employee motivation.

H2a: Uncertainty avoidance has a moderator impact on the relationship between individual sensitivity of transformational leadership and employee motivation.

H2b: Uncertainty avoidance has a moderator impact on the relationship between achievement orientation of transformational leadership and employee motivation.

3.5. Correlation and Regression Analysis

Correlation analysis is a method used to determine the direction and degree of the relationship between the variables regardless of whether they are dependent or independent. The most commonly used coefficient in the correlation analysis is the Paerson Correlation Coefficient. Person correlation coefficient shows the direction and strength of the relationship between variables by taking values ranging from -1 to +1 (Durmuş, Yurtkoru, Çinko, 2013).

Regression analysis is an analysis that determines how dependent variable is explained by independent variables. Linear regression analysis, called simple linear regression and multiple linear regression, are among the most widely used in the social sciences. In the model to be measured, simple regression is performed when there is one dependent variable and one independent variable, and multiple regression analysis is performed in cases where there is one dependent and more than one independent variable. (Durmuş, Yurtkoru, Çinko, 2013).

In this study, correalation, simple regression analysis and multiregression analysis have been used to see the relationship between transformational leadership and employee motivation and the impact of uncertainty avoidance over it.

Correlation analysis is a type of analysis that determines the degree of a linear relationship between two variables that has a metric feature. In correlation analysis, the correlation coefficient 101 shown with "r" can take values between -1 and +1. Accordingly, a value of -1 is called a perfect inverse relationship. +1 is called a perfect positive relationship. A value of 0 means that there is no relationship between the two variables. In general, if the correlation analysis coefficient is below 0.30, it is considered weak, if it is between 0.30 and 0.70, it is considered as medium power, and if it is greater than 0.70, it is considered strong. All correlation analysis findings performed during the research will be realized under this information (Arslan, 2016).

3.5.1. Correlation and Regression Analysis Between TL and EM

H1: There is a relationship between transformational leadership and employee motivation. (ACCEPTED)

According to the correlation table, Pearson Correlation has shown 0.211 which was weak-level but almost near to the mid-level of the correlation 0.300, and significant was less than 0.05. Therefore, the transformational leadership independent variable of the study has statistically significance on the dependent variable employee motivation.

Correlations

		TL	EM
TL	Pearson Correlation	1	,211**
	Sig. (2-tailed)		,009
	N	153	153
EM	Pearson Correlation	,211**	1
	Sig. (2-tailed)	,009	
	N	153	153

**. Correlation is significant at the 0.01 level (2-tailed).

Table 31: Correlation Analysis for TL and EM

	Dependent Variable: Employee Motivation							
Independent Variable: Transformational Leadership	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	,009b	,167	2,647	,211a	,044	7,006	,009b	1

Table 32: Simple Regression Analysis Table for H1 hypothesis

According to the model summary and coefficients table, significant was less than 0.05. The argument p value of the t value was 0.000. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta

and R = 0.211, F = 7,006. Vif value as 1,000<10 was valid value for the research. Finally, at the table above, R Square = 0.044 this means that transformational leadership has explained 4.4 % employee motivation and the H1 hypothesis was accepted.

Due to the hypothesis H1 is accepted, sub hypothesis H1a and H1b have been executed in correlation and simple linear regression analyses one by one as well.

3.5.2. Correlation and RA Between IS of TL and EM

H1a: There is a relationship between individual sensitivity of transformational leadership and employee motivation.

Correlations

		EMtek	TLICandTLII
EM	Pearson Correlation	1	,163*
	Sig. (2-tailed)		,044
	N	153	153
Individual Sensitivity	Pearson Correlation	,163*	1
	Sig. (2-tailed)	,044	
	N	153	153

*. Correlation is significant at the 0.05 level (2-tailed).

Table 33: Correlation Analysis for IS of TL and EM

According to the correlation table, Pearson Correlation has shown 0.163 which was weak-level but it was higher than half of weak level of the correlation 0.300, and significant value is less than 0.05. Therefore, individual sensitivity transformational leadership independent variable of the study has statistically significancy on the dependent variable employee motivation.

	Dependent Variable: Employee Motivation							
Independent Variable: Individual Sensitivity	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	,022	,121	2,033	,163a	,027	4,132	0	1

Table 34: Simple Regression Analysis Table for H1a hypothesis

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the individual sensitivity transformational leadership independent variable of the study has statistically significancy on the dependent variable employee motivation. The argument p value of the t value was 0.000. Therefore, since the p value is less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.163, F = 4,132. Vif value as 1,000<10 is valid value for the research. Finally, at the table above, R Square = 0.027 this means that individual sensitivity of transformational leadership has explained 2,7 % of employee motivation and the H1a hypothesis was accepted.

3.5.3. Correlation and RA Between AO of TL and EM

H1b: There is a relationship between Achievement Oriented transformational leadership and employee motivation. (ACCEPTED!)

According to the correlation table, Pearson Correlation has shown 0.221 which is weak-level but it is higher than half of weak level of the correlation 0.300, and significant value is less than 0.05. Therefore, individual sensitivity transformational leadership independent variable of the study has statistically significance on the dependent variable employee motivation.

Correlations

		EMtek	TLIMandIS
EM	Pearson Correlation	1	,221**
	Sig. (2-tailed)		,006
	N	153	153
Achievement Oriented	Pearson Correlation	,221**	1
	Sig. (2-tailed)	,006	
	N	153	153

**. Correlation is significant at the 0.01 level (2-tailed).

Table 35: Correlation Analysis for AO of TL and EM

	Dependent Variable: Employee Motivation							
Independent Variable: Achievement Oriented	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	0.006	,167	2,783	,221a	,049	7,744	0	1

Table 36: Simple Regression Analysis Table for H1b hypothesis

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the individual sensitivity transformational leadership independent variable of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value is 0.000. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.221, F = 7,744. Vif value as 1,000<10 is valid value for the research. Finally, at the table above, R Square = 0.049 this means that individual sensitivity of transformational leadership has explained 4,9 % of employee motivation and the H1b hypothesis is accepted.

3.6. Correlations and MR Analysis for UA Impact

H2: Uncertainty Avoidance has a moderator impact on the relationship between transformational leadership and employee motivation.

H2a: Uncertainty Avoidance has a moderator impact on the relationship between individual sensitivity transformational leadership and employee motivation.

H2b: Uncertainty Avoidance has a moderator impact on the relationship between achievement orientation transformational leadership and employee motivation.

Correlations					
		EM	ModeratorTL	Zscore(TL)	Zscore(UncertaintyA)
Pearson Correlation	EM	1,000	-,225	,211	,137
	ModeratorTL	-,225	1,000	,159	-,033
	Zscore(TL)	,211	,159	1,000	,043
	Zscore(UncertaintyA)	,137	-,033	,043	1,000
Sig. (1-tailed)	EM		,003	,004	,046
	ModeratorTL	,003		,025	,343
	Zscore(TL)	,004	,025		,299
	Zscore(UncertaintyA)	,046	,343	,299	
N	EM	153	153	153	153
	ModeratorTL	153	153	153	153
	Zscore(TL)	153	153	153	153
	Zscore(UncertaintyA)	153	153	153	153

Table 37: Correlation Analysis for UA impact on TL and EM

According to the correlation table, Pearson Correlation has shown -225, and significant value is 0.046 was lower than 0.05 but being aware of closing to 0.05 limitation. Therefore, Uncertainty Avoidance impact on the transformational leadership and employee motivation relationship has statistically significant.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,356[a]	,127	,109	,55849

a. Predictors: (Constant), Zscore(CertainFramework), ModeratorTL, Zscore(TL)

	Dependent Variable: Employee Motivation							
Independent Variable: ZscoreTL,Zscore(Uncertainty Avoidance and ModeratorTL)	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	,003	-,121	-3,352	,356a	,127	7,199	,001	1

Table 38: Correlations and MR Analysis for UA on TL and EM

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the moderator impact of Uncertainty Avoidance and transformational leadership of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value was 0.000. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.356, F = 7,199. Vif value as 1,000<10 is valid value for the research. Finally, at the table above, R Square = 0.127 this means that individual sensitivity of transformational leadership has explained 12,7 % of employee motivation and the H2 hypothesis is accepted.

3.6.1. Correlations and MR Analysis for UA on IS of TL and EM

H2a: Uncertainty Avoidance has a moderator impact on the relationship between individual sensitivity transformational leadership and employee motivation. (Accepted)

According to the correlation table, Pearson Correlation has shown -0,227, and significant value is 0.02 is lower than 0.05. Therefore, Uncertainty Avoidance impact on the transformational leadership and employee motivation relationship has statistically negative significant.

Correlations					
		EM	Zscore(UncertaintyA)	Zscore(Individual Sensitivity)	Moderator (UnvertaintyA andIndividualSensitivity)
Pearson Correlation	EM	1,000	,137	,163	-,227
	Zscore(UncertaintyA)	,137	1,000	,073	-,035
	Zscore(Individual Sensitivity)	,163	,073	1,000	,067
	Moderator(Certain FrameworkandIndividualSensitivity)	-,227	-,035	,067	1,000
Sig. (1-tailed)	EM		,046	,022	,002
	Zscore(UncertaintyA)	,046		,186	,332
	Zscore(Individual Sensitivity)	,022	,186		,205
	Moderator(Certain FrameworkandIndividualSensitivity)	,002	,332	,205	
N	EM	153	153	153	153
	Zscore(UncertaintyA)	153	153	153	153
	Zscore(Individual Sensitivity)	153	153	153	153
	Moderator(Certain FrameworkandIndividualSensitivity)	153	153	153	153

Table 39: Correlations Analysis for UA on IS of TL and EM

	Dependent Variable: Employee Motivation							
Independent Variable: Zscore(Individual Sensitivity),Zscore(Uncertainty Avoidance and Moderator(Uncertainty AvoidanceandIndividualSensitivity)	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	,002	-,115	-3,007	,312a	,097	5,345	,003	1,006

Table 40: Correlations and MR Analysis for UA IS of TL and EM Summary

According to the model summary and coefficients table, significant is less than 0.05. Therefore, the moderator impact of Uncertainty Avoidance and individual sensitivity transformational leadership of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value was 0.003. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.312, F = 5,345. Vif value as 1,000<10 is valid value for the research. Finally, at the table above, R Square = 0.097 this means that individual sensitivity of transformational leadership has explained 9,7 % of employee motivation and the H2a hypothesis was accepted.

3.6.2. Correlations and MR Analysis for UA on AO of TL and EM

H2b: Uncertainty Avoidance has a moderator impact on the relationship between achievement orientation transformational leadership and employee motivation. (Accepted)

According to the correlation table, Pearson Correlation has shown -0,204, and significant value is 0.006 was lower than 0.05. Therefore, Uncertainty Avoidance impact on the transformational leadership and employee motivation relationship has statistically negative significant.

Correlations

		EM	Zscore(UncertaintyA)	Zscore(AchievementOrientation)	Moderator (UnvertaintyAandAchievementOrientation)
Pearson Correlation	EM	1,000	,137	,221	-,204
	Zscore(UncertaintyA)	,137	1,000	,005	-,028
	Zscore(AchievementOrientation)	,221	,005	1,000	,186
	Moderator(UncertaintyAvoidanceandIAchievementOrientation)	-,204	-,028	,186	1,000
Sig. (1-tailed)	EM		,046	,003	,006
	Zscore(UncertaintyA)	,046		,477	,368
	Zscore(AchievementOrientation)	,003	,477		,011
	Moderator(UncertaintyAvoidanceandIAchievementOrientation)	,006	,368	,011	
N	EM	153	153	153	153
	Zscore(UncertaintyA)	153	153	153	153
	Zscore(AchievementOrientation)	153	153	153	153
	Moderator(UncertaintyAvoidanceandIAchievementOrientation)	153	153	153	153

Table 41: Correlations Analysis for Uncertainty UA on AO of TL and EM

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the moderator impact of Uncertainty Avoidance and individual sensitivity transformational leadership of the study has statistically significance on the dependent variable employee motivation.

	Dependent Variable: Employee Motivation							
Independent Variable: Zscore(AchievementOrientation),Zscore (UncertaintyAvoidance and Moderator(UncertaintyAvoidanceandIAchievementOrientation)	**Sig.**	**Beta**	**t**	**R**	**R square**	**F**	**P**	**Vif**
	,006	-,122	-3,202	,357a	,127	7,245	,002	1,037

Table 42: Correlations and MR Analysis for UA on AO of TL and EM

The argument p value of the t value was 0.002. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.357, F = 7,245. Vif value as 1,000<10 is valid value for the research. Finally, at the table above, R Square = 0.127 this means that individual sensitivity of transformational leadership has explained 12,7 % of employee motivation and the H2b hypothesis is accepted.

3.7. LB in Correlations and MR Analysis for UA on TL and EM

According to the correlation table, Pearson Correlation has shown -0,284, and significant value is 0.002 was lower than 0.05. Therefore, Uncertainty Avoidance impact on the transformational leadership and employee motivation relationship has statistically negative significant with Turkish Language.

Correlations[a]

		EMtek	Zscore (TL_last)	Zscore (UncertaintyA)	ModeratorTLUA
Pearson Correlation	EMtek	1,000	,266	,154	-,284
	Zscore(TL_last)	,266	1,000	-,031	,125
	Zscore(UncertaintyA)	,154	-,031	1,000	-,071
	ModeratorTLUA	-,284	,125	-,071	1,000
Sig. (1-tailed)	EMtek	.	,003	,061	,002
	Zscore(TL_last)	,003	.	,378	,106
	Zscore(UncertaintyA)	,061	,378	.	,240
	ModeratorTLUA	,002	,106	,240	.
N	EMtek	102	102	102	102
	Zscore(TL_last)	102	102	102	102
	Zscore(UncertaintyA)	102	102	102	102
	ModeratorTLUA	102	102	102	102

a. Selecting only cases for which
@5#_Which_language_do_you_use_for_communication_with_your_leader = Yes

Figure 4: LB-T in Correlations and MR Analysis for UA on TL and EM

	Dependent Variable: Employee Motivation							
Turkish Language Breakdown Independent Variable: ZscoreTL,Zscore(UncertaintyAvoidance and ModeratorTL)	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
	,001	-312	-3,406	,439a	,193	7,806	,000	1,02

Table 43: LB-T in Correlations and MR Analysis for UA on TL and EM

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the language breakdown in moderator impact of Uncertainty Avoidance and transformational leadership of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value was 0.001. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.439, F = 7,806. Vif value as 1,000<10 is

valid value for the research. Finally, at the table above, R Square = 0.193 this means that the Turkish language breakdown in moderator impact of Uncertainty Avoidance and transformational leadership has explained 19,3 % of employee motivation.

According to the correlation table, Pearson Correlation has shown 0,35, and significant value is 0.403 is higher than 0.05. Therefore, Uncertainty Avoidance impact on the transformational leadership and employee motivation relationship has not statistically significant with Foreign Language in japanese company. Because of the significant correlations, dimensions was not evaluated.

Correlations[a]

		EMtek	Zscore (TL_last)	Zscore (UncertaintyA)	ModeratorTLUA
Pearson Correlation	EMtek	1,000	,040	,128	,035
	Zscore(TL_last)	,040	1,000	,315	,189
	Zscore(UncertaintyA)	,128	,315	1,000	,100
	ModeratorTLUA	,035	,189	,100	1,000
Sig. (1-tailed)	EMtek	.	,390	,185	,403
	Zscore(TL_last)	,390	.	,012	,092
	Zscore(UncertaintyA)	,185	,012	.	,242
	ModeratorTLUA	,403	,092	,242	.
N	EMtek	51	51	51	51
	Zscore(TL_last)	51	51	51	51
	Zscore(UncertaintyA)	51	51	51	51
	ModeratorTLUA	51	51	51	51

a. Selecting only cases for which
@5#_Which_language_do_you_use_for_communication_with_your_leader = No

Figure 5: LB-F in Correlations and MR Analysis for UA on TL and EM

3.7.1. LB-T in Correlations and MR for UA on IS of TL and EM

According to the correlation table, Pearson Correlation has shown -0,279, and significant value is 0.002 was lower than 0.05. Therefore, Uncertainty Avoidance impact on the individual sensitivity of transformational leadership and employee motivation relationship has statistically negative significant with Turkish Language.

Correlations[a]

		EMtek	Zscore (UncertaintyA)	Zscore (TL_IndSens)	ModeratorTL_ IndSensUA
Pearson Correlation	EMtek	1,000	,154	,233	-,279
	Zscore(UncertaintyA)	,154	1,000	-,002	-,079
	Zscore(TL_IndSens)	,233	-,002	1,000	,034
	ModeratorTL_IndSensUA	-,279	-,079	,034	1,000
Sig. (1-tailed)	EMtek	.	,061	,009	,002
	Zscore(UncertaintyA)	,061	.	,492	,214
	Zscore(TL_IndSens)	,009	,492	.	,367
	ModeratorTL_IndSensUA	,002	,214	,367	.
N	EMtek	102	102	102	102
	Zscore(UncertaintyA)	102	102	102	102
	Zscore(TL_IndSens)	102	102	102	102
	ModeratorTL_IndSensUA	102	102	102	102

a. Selecting only cases for which
@5#_Which_language_do_you_use_for_communication_with_your_leader = Yes

Figure 6: LB-T in Correlations and MR Analysis for UA on IS of TL and EM

	Dependent Variable: Employee Motivation							
Turkish Language Breakdown	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
Independent Variable: Zscore(UncertaintyAvoidance)Zscore(ModeratorIndSens)	,004	-277	-2971	393a	,154	5957	,001	1,008

Table 44: LB-T in Correlations and MR Analysis for UA on IS of TL and EM

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the language breakdown in moderator impact of Uncertainty Avoidance and individual sensitivity transformational leadership of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value was 0.001. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.393, F = 5,957. Vif value as 1,008<10 is valid value for the research. Finally, at the table above, R Square = 0.154 this has mean that the Turkish language breakdown in moderator impact of Uncertainty Avoidance and individual sensitivity of transformational leadership has explained 15,4 % of employee motivation.

3.7.2. LB-T in Correlations and MR for UA on AO of TL and EM

According to the correlation table, Pearson Correlation has shown -0,264, and significant value was 0.004 is lower than 0.05. Therefore, Uncertainty Avoidance impact on the individual sensitivity of transformational leadership and employee motivation relationship has statistically negative significant with Turkish Language.

Correlations[a]

		EMtek	Zscore (UncertaintyA)	Zscore (TL_AchOri)	ModeratorTL_ AchOriUA
Pearson Correlation	EMtek	1,000	,154	,262	-,264
	Zscore(UncertaintyA)	,154	1,000	-,074	-,049
	Zscore(TL_AchOri)	,262	-,074	1,000	,191
	ModeratorTL_AchOriUA	-,264	-,049	,191	1,000
Sig. (1-tailed)	EMtek	.	,061	,004	,004
	Zscore(UncertaintyA)	,061	.	,230	,312
	Zscore(TL_AchOri)	,004	,230	.	,027
	ModeratorTL_AchOriUA	,004	,312	,027	.
N	EMtek	102	102	102	102
	Zscore(UncertaintyA)	102	102	102	102
	Zscore(TL_AchOri)	102	102	102	102
	ModeratorTL_AchOriUA	102	102	102	102

a. Selecting only cases for which
@5#_Which_language_do_you_use_for_communication_with_your_leader = Yes

Figure 7: LB-T in Correlations and MR Analysis for UA on AO of TL and EM

	Dependent Variable: Employee Motivation							
Turkish Language Breakdown Independent Variable:	**Sig.**	**Beta**	**t**	**R**	**Rsquare**	**F**	**P**	**Vif**
Zscore(UncertaintyAvoidance) Zscore(ModeratorAchieOrient)	,000	-320	-3470	444a	,197	8029	,000	1,039

Table 45: LB-T in Correlations and MR Analysis for UA AO of TL and EM

According to the model summary and coefficients table, significant was less than 0.05. Therefore, the language breakdown in moderator impact of Uncertainty Avoidance

and achievement oriented transformational leadership of the study has statistically significance on the dependent variable employee motivation. The argument p value of the t value was 0.001. Therefore, since the p value was less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.444, F = 8,029. Vif value as 1,039<10 is valid value for the research. Finally, at the table above, R Square = 0.197 this means that the Turkish language breakdown in moderator impact of Uncertainty Avoidance and achievement oriented of transformational leadership has explained 19,7 % of employee motivation.

3.8. Anova Test Analysis of Demographic Data

One-way analysis of variance (ANOVA) helps to evaluate if there are any statistically significant differences between the means of three or more independent (unrelated) groups.

3.8.1. Anova Test Analysis of Age Group

Independent Variable	Dependent Variable: Employee Motivation		
Age Group	**N**	**mean**	**Std. Deviation**
22-30	44	3,6705	,68999
31-35	61	3,9467	,59707
36-40	30	3,8167	,41488
41-45	14	4,1250	,43578
More than 46 years	4	3,8750	,52042
Total	153	3,8562	,59167

Table 46: Anova Test Analysis of Age Group

According to the Anova Test results, age group and employee motivation relationship's significance value has been 0.569 > 0.05 and it couldn't be said that ages can has varied dependent variable.

3.8.2. Anova Test Analysis of Education Level

Independent Variable	Dependent Variable: Employee Motivation		
Education Level	**N**	**mean**	**Std. Deviation**
Associate Degree	4	4,5000	,57735
Bachelor's Degree	100	3,7925	,62062
Master's Degree	49	3,9337	,49417
Total	153	3,8562	,59167

Table 47: Anova Test Analysis of Education Level

According to the Anova Test results, education level and employee motivation relationship's significance value has been 0.033 < 0.05 and it could be said that education levels has varied dependent variable.

3.8.3. Anova Test Analysis of Seniority (In the company)

Independent Variable	Dependent Variable: Employee Motivation		
Working in the company	**N**	**mean**	**Std. Deviation**
Less than 1 year	32	3,8281	,54417
1-5 years	67	3,7761	,66449
6-10 years	43	4,0174	,54934
11-20 years	9	3,7778	,26352
More than 21 years	2	3,8750	,17678
Total	153	3,8562	,59167

Table 48: Anova Test Analysis of Seniority (In the company)

According to the Anova Test results, company experience and employee motivation relationship's significance value has been 0.327 > 0.05 and it couldn't be said that ages can has varied dependent variable.

3.8.4. Anova Test Analysis of Seniority (Total working years)

Independent Variable	Dependent Variable: Employee Motivation		
Working in the company	**N**	**mean**	**Std. Deviation**
Less than 1 year	2	4,0000	,00000
1-5 years	22	3,9659	,53059
6-10 years	68	3,7647	,70032
11-20 years	47	3,9202	,51633
More than 21 years	14	3,8929	,28947
Total	153	3,8562	,59167

Table 49: Anova Test Analysis of Seniority (Total working years)

According to the Anova Test results, total working experience and employee motivation relationship's significance value has been 0.545 > 0.05 and it couldn't be said that ages can has varied dependent variable.

3.8.5. Anova Test Analysis of Language

Independent Variable	Dependent Variable: Employee Motivation		
Working in the company	**N**	**mean**	**Std. Deviation**
Turkish	102	3,8922	,61086
Foreign	51	3,7843	,55004
Total	153	3,8562	,59167

Table 50: Anova Test Analysis of Language

According to the Anova Test results, language and employee motivation relationship's significance value has been 0.289 > 0.05 and it couldn't be said that ages can has varied dependent variable.

IV. RESULTS

1. Discussion and Conclusion

This study has done to investigate the effect of language and cultural differences of leaders in company policies on employee motivation in a Japanese company. The indications from other researchers'results have been adressed in the part of this study. The comparison of the findings with the research findings in the relevant literature has been included.

Antonakis (2001) indicated that before the 1990s when a leader had left the business and related society and entered again the same one, there was no prominent change and related leader could adapt immediately to it. But at the beginning of 2009s present time, understanding leadership and its in dimensions were much elusive. In same decades, Leadership was a creator of demand and leaders were different from normal people. Because of it, different materials were used in specific analysis of case study as a kind of drawing fluid with a syringe.

The questionnaire has been shared with the employees who has worked with Turkish and Japanese leaders in a Japanese multinational company in Turkey. According to the many research, one of them is Hofstede (1980), the indication was that japanese culture had power distance but in related Japan company which is located in Turkey, It has been not found same output. On the other side, Ford and Honeycutt. (1992, p. 33) indicated in his research that Japanese companies has had more attention on organization more than individual and also the process is more important than achieved output. In that meanings power distance importance is being low priority in the japanese business environment. But at the same time due to the strict processes, uncertainty avoidance gains meaning more. Cultural differences were evaluated with power distance and uncertainty avoidance as a first starting point. According to a study about Maslow's need theory in China, Taormina and Gao indicated (2013, p .173) that a few writers have criticized and noted previously about Maslow's hypothesis since they thought it was made utilizing thoughts that were based as it has been in Western culture, but according to 2013 study's outcome, which were gotten from an Eastern culture, lent significant support to the

conceptional statement of the hypothesis of various categorized needs. The comes about of this ponder show up to affirm what Maslow derived around culture and the generalizability of the requirements.

On the other hand, literature review has shown that the related dimensions were not valid in all area of business environment. Antonakis (2001, p 75) indicated that the relationships among the transformational type under certain cultural conditions could have been varied. For example, in collectivist cultures transformational leadership could be more prominent (Bass, 1998; Jung & Avolio, 1999; Triandis, 1993), while in individualistic, low power distance cultures contingent reward type could be more prevalent.

Transformational leadership questions have contained all four dimensions such as in Idealized influenced, Intellectual Stimulation, Inspirational Motivation, Individualized Consideration. According to the first respondent data which belongs to thirty different answers, some questions were eliminated in the pilot factory and reliability analysis. In pilot research, the components have had %80 as averagely cumulative variance each. The removed questions were from all four dimensions which match individually with MLQ. At that point, while checking the seniority density of the respondents, it has seen that the company had hired more seniority levels of employees in recent years. It also helps to understand that the respondents could have past experience with different leadership or different nationality companies. In a different point of the understanding of the culture view that specialist and mid-level management level participated in the questionnaire more than high-level management level that was the research aim to measure. The data which was needed to be filled by white-collar employees have been dependent on their perception and communication. The related white-collar target respondent's education level was equal and higher than a Bachelor's degree, as %97. The group has used the Turkish language in their leader communication, as %66.

According to the pilot group which was in a Japanese company in Istanbul in Turkey, the transformational leader has had two components after factor and reliability analysis the components was renamed as individual sensitivity and achievement-oriented. The correlation between transformational leadership and its dimensions and employee

motivation was examined. And it has been observed that a linear, weak, and positive relationship between these two main variables. According to the analysis, transformational leadership has explained %4,4 employee motivation. When checked the dimension of transformational leadership, the first one, individual sensitivity has had a relationship with employee motivation as %2,7 and the second one, achievement-oriented explains %4,9 the employee motivation. Based on the analysis that could be seen this relationship was affected by uncertainty avoidance culture. In correlation analysis with the moderator effect of uncertainty avoidance, the effect was negative way on this relationship as %12,7. The effect of the dimensions was observed that individual sensitivity was %9,7 and achievement oriented was %12,6 in both negative ways. It means that the transformational leadership could be affected by negative uncertainty avoidance culture in the employee motivation relationship. For deep understanding of the terminology, for instance, in continuously changing conditions of and dynamic business framework, transformational leadership could achieve to affect employee motivation with a better result. In more deep diving, achievement-oriented transformational leadership could make a better touch on the employee motivation in hard flexible condition than individual sensitivity transformational leadership. In language breakdown of the outcomes, In Turkish language usage, there was a negative correlation for Uncertainty Avoidance impact on the relationship between transformational leadership and employee motivation. This explanation which has contained only Turkish language affects %19,3 in a supporting way. There was no valid significant and correlation value in foreign language evaluation. In the dimension of individual sensitivity was %15.4, achievement oriented transformational leadership was %19,7 in supporting way. It has meant that Turkish language was in the supportive instrument for employee motivation in a dynamic environment. In Anova analysis of language, even Turkish language mean value was higher than the foreign language, it was not significant. Feely and Harzing (2002) indicated that way of utilizing, refinement, and complexity of the language abilities required would be varied from bottom level to top-level, inside an organization.

In Anova test analysis, there were no significant measurements in age group and seniority level in the company.

According to the research about leadership style in different cultures in industrialized developed and developing countries, Taleghani and other colleagues (2010) published that, there are some general indicators that people want to see in successful leader with things such as passion to achieve, knowledge, adaptability, emotional determination. Besides it, the confirmation declared about the relationship between historical cultures and leadership styles.

Berger et al (2011, p. 553) indicated that multinational companies need to connect with local managers and their experiences to access the exact local knowledge. In the research, it was seen that Turkish language is more effective than foreign on employee motivation in Turkey.

In consequence, the research highlighted result was understood that in a Japanese company that has foreign language and Turkish management leaders and use different language, Turkish language effect is undeniable in achievement oriented transformational leadership relationship on employee motivation under uncertainty avoidance culture. Achievement oriented transformational leadership can make a better touch on employee motivation in hard dynamic conditions than individual sensitivity transformational leadership.

2. Recommendations and Limitations

In this study, in order to get a better result, there were some limitations conducted. In order to get better and quick results, the survey was formed with mainly succinct questions and distributed only online due to the Covid-19 pandemic. Even in the questionnaire, it has been mentioned as intention about the usage of data as academic purpose, the Demographic questions were limited due to the law on the protection of personal data (KVKK) that strictly was used in the country in recent years. As a leadership type, transformational is selected due to the company which is located in Turkey is in developing a country list. It is recommended that future studies might be done in various Japanese companies in Turkey and accordingly expanded region. An alternative recommendation is that studies may give higher results if the survey contains law on the

protection of personal data approval. The study might be developed with a comparison of different European companies with leadership culture which is located in Turkey.

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APPENDIX

Appendix – 1 : Survey form

Dear Participant;

This questionnaire was designed to examine "THE EFFECT OF THE LANGUAGE AND CULTURAL DIFFERENCES OF LEADERS on EMPLOYEE MOTIVATION: A STUDY ON A JAPANESE COMPANY" with a view to starting from the white-collar specialist level to management levels within the company. The survey questions have high reliability in international academic studies.

In order for the research to reach its purpose, it is important that you answer the survey questions sincerely. Your answers will be used only for the scientific purposes of the research and will not be shared on any platform.

Thank you for taking the time to participate in the study and for your valuable contributions.

Anıl AKCİ

Management Department Student

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Questions 1 -6 are about demographic and policy questions. Please mark the best option about your information.						
1	**What is your age group?**	**22 – 30**	**31 – 35**	**36 – 40**	**41 – 45**	**more than 46 years**
2	**What is your education degree?**	**Associate Degree**	**Bachelor's Degree**	**Master's Degree**	**Doctorate Degree**	
3	**How many years have you been working for the company ?**	**less than 1 year**	**1-5 years**	**6-10 years**	**11-20 years**	**more than 21 years**
4	**What is your total working years?**	**less than 1 year**	**1-5 years**	**6-10 years**	**11-20 years**	**more than 21 years**
5	**I use in communication with my leader.**	**Turkish**		**Foreign**		
6	**I understand the sustainable life and environmental policy of the company I work for.**	**Yes**	**No**			

	Questions 1 -11 are about transformational leadership behavior. Please mark the best option about your current leader.	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1	Talks about their most important values and beliefs					
2	Specifies the importance of having a strong sense of purpose					
4	Emphasizes the importance of having a collective sense of mission					
6	Seeks differing perspectives when solving problems					
7	Gets his/her to look at problems from many different angles					
9	Talks optimistically about the future					
10	Talks enthusiastically about what needs to be accomplished					
12	Expresses confidence that goals will be achieved					
13	Spends time teaching and coaching					
15	Considers an individual as having different needs, abilities, and aspirations from others					
16	Helps me to develop my strengths					
Questions 11 -17 are about leadership cultures. Please mark the best option about your current leader.						
17	Managers should avoid off-the-job social contacts with employees.					
18	Employees should not disagree with management decisions.					
20	It is important to have job requirements and instructions spelled out in detail so that employees always know what a they are expected to do.					
22	Rules and regulations are important because they inform employees what the organization expects of them.					
23	Standard operating procedures are helpful to employees on the job.					
24	Instructions for operations are important for employees on the job.					
Questions 17 -21 are about leadership cultures. Please mark the best option about your current leader.						
25	My opinion of myself goes down when I do the job badly.					
27	I feel unhappy when my work is not up to my usual standard.					
28	I like to look back at a day's work with a sense of a job well done.					
29	I try to think if ways of doing my job effectively.					