

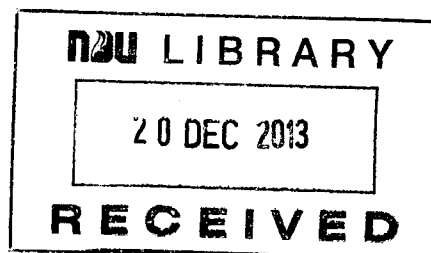
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Effective Leadership Behavior in Lebanese Organizations:
A perspective on Motivational Aspects

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree
of the Master of Business Administration
(M.B.A.)

Frederick Atef Eid

NDU-Lebanon
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Approval Certificate

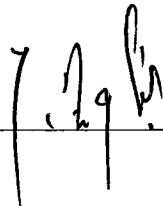
EFFECTIVE LEADERSHIP BEHAVIOR IN LEBANESE ORGANIZATIONS: A PERSPECTIVE ON MOTIVATIONAL ASPECTS

BY

Frederick Atef Eid

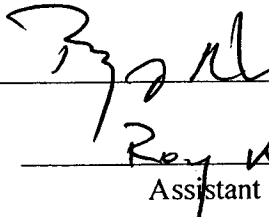
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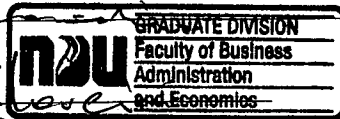


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DECLARATION

I hereby declare that this thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

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ABSTRACT

The following paper was written to reflect a research done in the Lebanese Top Industry Workplace. The Aim was to determine the Effective Leadership Behavior in the Contemporary Lebanese Organizations by studying the Leaders' style, the Employees' desirability for motivational factors, and the interplay between the Leader's Behavior and Follower's response.

The following three research questions were addressed: (1) Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables. (2) Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked to Demographic or Psychographic Variables. (3) Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style

To answer these questions two surveys were used: MLQ-Form 6S and BDS, both applied in three organizations: Alfa, BLOM and Ericsson on the Managers and Employees respectively. The Survey was applied through an online website at Alfa and Ericsson. At BLOM, the HR department took the care of circulating it. The results were analyzed in SPSS17.0 using Main Effects and Interactions Methods and Linear Regression.

The outcomes were that: (1) Transformational Leadership Style is related to Psychographic Variables. (2) Behavioral Desirability is influenced by Demographic and Psychographic Variables. (3) Managerial Transformational Leadership Style affects Employees' Behavioral Desirability.

The results found supported the emitted hypotheses. The hypotheses were emitted through the Review of Earlier Research Works and observations in one's daily life. Thus, the outcomes of this research were a reflection of Research Literature.

Keywords: Transformational Leader, Motivation, Behavioral Desirability, Top Industry, Competency

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“(Some people) have a wonderful capacity to appreciate again and again, freshly and naively, the basic goods of life, with awe, pleasure, wonder, and even ecstasy.” -A.H. Maslow

The writing of this paper started by dusk earlier in February and ended at dawn on June 16th. A lot was accomplished since it is one of the few researches that have been conducted as such in the Lebanese workplace.

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1 Introduction

It all started with Dale Carnegie in the 1930's and went all along. Many Gurus brought in their values and gone while many others have their works-still ongoing: Covey wrote his seven habits, to later on add his eighth. Carnegie might have joined his ancestors in the fifties: his words, his teachings and his beliefs are omnipresent through his worldwide institutes and training programs. As for Hofstede, whether his works (1976, 1981) or his association with the GLOBE Project, they remain not only an important source of inspiration, but also the most solid basis for subsequent searches and theories

Many might use Leader and Manager interchangeably while the two terms are greatly antagonistic though not both ways exclusive: Neither a leader has to be a good manager nor a manager necessarily reflects a good leader. When management refers to planning, organizing, staffing and controlling i.e. the efficient and effective way of applying institutional procedure within one's team or department, leadership is a connotation of setting the example, inspiration, realizing collective dreams, concretizing visions and sometimes, self-sacrifice for the sake of the community. Those values, a leader can hold and provide are polyvalent to social, political, military and business dimensions. It is also worth mentioning that the reflection of leadership meaningfulness to enterprises and firms was one of the most important contributions psychology did to business.

As for how to be an effective leader, that seems more like a question to a philosopher. There are several behaviors and attitudes that contribute to come up with an effective leader. Somehow, they revolve around the impact a leader can have on one's own people (subordinates in an organization, fellow citizens, partisans or soldiers) and the ability to align them with the vision, the dream and much of the motivation that can be engendered. Since the business dimension is of particular interest hereby, one would look into the way with which a leader would treat the

coworkers: the amount of delegation, participation, respect and trust. How are their ideas treated: (1) Are they promoted by the leader and motivated to generate and come up with more. (2) Is the leader only listening to one's own voice, on the basis of treating others as one would like to be treated, respect creates more respect and loyalty in return, on behalf of the followers.

The listening ability of a leader is revealed to be a crucial aspect of personality and a skill that is to be constantly strengthened.

The self-sacrifice dimension is also a critical denominator for the leader perception in the eyes of others: is the community group sublimated with respect to self interest or not? A leader must be willing to take the decisions and the risks that will benefit the group as a whole. In the negative case, most leaders would derail by losing the faith and trust of their group.

This is somewhat to show the relevance of effective leadership behavior in organizations. In general, organizations are affected by influence, sometimes synergy from two axes: external and internal factors. While the external factors-such as Market, economy, technology, politics...-are uncontrollable macro factors, there are internal factors which are concretized through the workplace itself and its welfare. At times, some enterprise overlooked the internal factors because of breathtaking success in the market. During economic slowdowns, recessions or sudden obsolescence of market trend, many had to necessarily review such internal factors for performance improvement. However by then, some firms discover, at their own expense because too late, the meaningfulness of a sane workplace and the usefulness of effective leadership.

1.1 Purpose of the Study

In this study, a convergence among different leadership researches will be established to come up with a common understanding of what traits and behaviors can be referred to as effective when it comes to leadership in Lebanese firms. Based on approaches and referrals from the

Mediterranean, on studies proving the applicability of western oriented managerial and leadership concepts to developing countries, and on experiments establishing the character of an effective leader at different levels of leadership, it will attempt to project and synthesize those aspects within the Lebanese state of mind.

The model that will be developed will be useful for organizations to apply, whether in: (a) the day to day business, (b) in strategic planning-whenver applicable, since some hybrid enterprises have their contracts renewed merely on a yearly basis or (c) survival strategies: when external adversities strongly imply an internal solidarity and boost of performance.

It will create a roadmap to master the internal environment that has been so far guided by the wills and intents and mostly forms of transactional leadership: everyone achieves everyone else's interests. Most of the organizations have begun to discover the dimensions of transformational leadership and started conveying it to their staff through:

- mini MBAs
- leadership trainings
- Group behavior trainings.

So the current research will add an extra pillar to support all those favorable for leaning into such direction. After all, mastering the workplace, being able to motivate and reward, thinking big while remaining realistic will realize a major step towards the modernization of industry. Through the reform of personnel will be provided a major marketing benefit by fostering creativity and enhancing quality to better and quicker respond to more and more aware and demanding customers and increasingly sharp competition

1.2 Significance of the Study

Leadership cannot only be referred to as a systematic process. It is a whole way of living with oneself and with and through others, a story of continuing interactions on the long term.

There is no step, thus to emphasize, that comes first or that's preferred to others. As a whole, leadership in organizations revolves around (1) Establishing a vision, (2) communicating and sharing that vision with others, (3) providing the stakeholders with the tools to walk towards and achieve that vision and (4) Balance, coordinate and resolve conflict horizontally and vertically with various stakeholders.

As previously stated, leadership rises from personality and, unlike management, cannot be taught. It can be enhanced through coaching and mentoring though. The current research shall create awareness related to what is out there, in the Lebanese market, since merely few, maybe none have already taken the step, and examined the profile of those in leadership positions. The Human Resource Managers would be able to project their needs in terms of well desired profiles in coordination with departments that might have never been involved in such a process as: Sourcing a Technical Manager might be based on the profile set jointly by the technical area, marketing in addition to HR.

This study is designated to point out behaviors that will be found effective in hybrid and private companies. Different managerial levels will be taken into account and even the feedback from the base will serve as input. The leadership concepts and figures, once understood, will allow the very effective survival of the firm. As the related concepts would be integrated into the core of the organizational functionality, and the pieces put together, the entity might be able to impose its rhythm and pace in the market.

1.3 Research Questions

Covey, in his *Seven Habits of Highly Effective People*, introduced the concepts of:

- 1) self-renewal through the balance and replenishment of resources and health to create a sustainable, long-term and effective lifestyle
- 2) Synergy in order to combine the strength of people through positive teamwork and achieve objectives and goals that no one can get to all alone
- 3) Understand and be understood through empathetic listening and respect that will generate open-mindedness, care and more respect in return
- 4) Win-Win thinking by striving for mutually beneficial situations: This is amplified by Covey's "Abundance Mentality" concept that relates to believing in the existence of enough resources and success to share with others as opposed to the scarcity mindset where some consider that the success of someone is a personal failure. The last three habits relate to being proactive, prioritizing and positive thinking while projecting the end in mind-Sims (1992) preached that approach in his leadership teachings: An athlete rehearses his competition by projecting his jump and going through the feelings he might be sensing at the time.

On the other hand, someone stated: "today there are two kinds of people, those who practice Dale Carnegie's methods and those who don't."

Dale Carnegie provided a mindset for leadership that is reflected in the following golden rule: "You can't make others do something, but you can make them **want** to do something". Probably, one of the most illustrative examples of what this study is trying to refer to is the one related to Andrew Carnegie, the steel baron of the early 20th century who while walking in his steel mill saw some of his employees on a break. They were smoking under the "no-smoking in this area" sign. He simply walked up to them, talked to them about their lives, asked about their families

and thanked them for the hard work they were doing for him. When about to leave, he offered them cigars but told them while smiling:” I appreciate if you guys can smoke those cigars outside”.

The employees never smoked inside again.

All this was put together in order to yield to the following: leaders and subordinates constantly interact. Some of them are quite successful while others aren't. Behaviors and guidelines have been established in so many parts of the world: the Americas, Europe, the Far East, Africa and the Middle East: Except Lebanon.

As a whole, this research will attempt to answer the following questions:

- 1- Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables
- 2- Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked to Demographic or Psychographic Variables
- 3- Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style

1.4 Limitations

This study projects some sorts of limitations in terms of the concept since, to the knowledge of the author, up to this moment; no study has established a model not only for Lebanese leadership but also for the Lebanese character as a whole. That can be deduced by assumption from the daily living experience, social awareness and association by similarity to other people in the Mediterranean region, especially with the Greeks, Turks- These two people share many of the traditions of Lebanese or have strongly influenced them where many of the hierarchies in organizations are still inherited from the times of the ottoman empire- and any people who might be referred to through research as close to common knowledge of Lebanese.

The response rates to the evaluation instruments might be affected in case the HR departments, through which intended companies must be accessed, does not cooperate well or understand the purpose of the study, acting thus in some defensive ways.

1.5 Structure of the Study and Key terms

The approach used in the study is to provide a background in effective Leadership, and how to apply the western managerial theories to developing countries, in the Mediterranean, Lebanon in particular. Chapter two will present a literature review related to studies in the field and their outcomes that will be necessary to build the conceptual model necessary for the current study. Chapter three examines the available instruments and probes the intended behaviors particular to transformational and visionary leadership. It sets the hypotheses and defines the different variables belonging to the body of the study. It will also present the statistical methods to be used for testing and evaluating the hypotheses. Chapter four will present the facts and analyze them. Chapter five will go through the conclusions and will highlight recommendations.

Definitions of Key Terms

- *AAPOR: American Association for Public Opinion Research*
- *BDS: Behavioral Desirability Scale. Instrument developed by William Hendrix. BDS was also used throughout the research as a reference to the Behavioral Desirability Dependent Variable*
- *Competency: Ability of individuals to do their tasks and jobs properly*
- *Contingency Theory: Leadership Theory that focuses on particular environmental variables. These variables might determine the best particular leadership style to use given a certain situation.*
- *Convergence Theory: Regardless of the home country's culture, the practices of the managers' in a given land will converge to the those of the western industrialized countries as the level of industrialization in the country itself levels up*
- *Effectiveness: Capability of producing the desired results from a job.*

- *Efficiency: Ability to achieve a task while producing the minimum amount of waste. The waste is exerted in terms of time, efforts or energy.*
- *Eigenvalue: Relates to Linear Algebra Studies of Matrices. The Eigen-Vector is multiplied by the matrix: if the resulting vector is proportional to the original, the eigenvalue would be the non-zero value of proportionality*
- *GLOBE Project: Research Program intended to study the interrelationships between societal culture, organizational culture and practices, and organizational leadership*
- *Hybrid Organizations: Private Managements for Public Sectors*
- *Integrity: Honesty and Truthfulness. Integrity is the concept of consistency of actions, value, principles, expectations and outcomes.*
- *Laissez-Faire: Type of Leadership also known as delegative Leadership. The Leader leaves the decision making to group members. It is known among researchers as to produce the lowest productivity in workplaces.*
- *MLQ: Multifactor Leadership Questionnaire Developed by Bass and Avolio*
- *MLS: Managerial Leadership Style. Dependent Variable*
- *Selflessness: The extent to which an individual is capable of denying oneself for the sake of the community's good and welfare.*
- *Motivation: A group of Phenomena that affects individual behavior, its strength and its persistence*
- *Situational Theory: Each situation is unique*
- *Transactional Leadership: Aspect of Leadership that focuses on the managerial parts of organizing, supervising and feedback providing. Transactional Leadership was first described by Max Weber and elaborated by Bernard Bass*
- *Transformational Leadership: Also known as Visionary Leadership. Transformational Leadership is known to produce positive changes in the followers. Transformational Leaders are known as charismatic, passionate, energetic and enthusiastic.*
- *Universalist Theory: Classical Perspective, states that all management concepts are Universal*

2 Literature Review

2.1 Applicability of Managerial Concepts in Developing Countries

Kiggundu et al (1983) claimed the applicability of Western-based managerial theory to developing countries. The authors surveyed the general management literature dealing with situations in developing countries. If the organization's environment balance was affected by the theory it, i.e. the environment, would generate forces that counterbalance the theoretical teachings and reduce their relevance and applicability.

Organizations and businesses widely changed during the last 20 years. Hafsi and Farashahi (2005) reviewed 170 articles published in general management and international major journals. The research formulated two hypotheses: 1) Researchers working on organizations in developing countries will find a managerial behavior that is similar to what may be seen in the developed countries and 2) Where institutional factors are taken into account, western-based theory explains individual and organizational behavior in developing countries. Most of the articles surveyed reported findings supporting the idea that – regardless of the nature of research undertaken (empirical or theoretical), type of study (cross-sectional, longitudinal or historical), topic addressed, sector concerned (public or private), or geographical distribution of the regions covered by the studies – the degree of fit (of western based theories to managerial environment in the studied firms in developing countries) was very high. The authors argued that globalization might have a major effect on markets, industries and firm. Also, the increasing presence of World organizations, such as the World Trade Organization WTO or the International Monetary Fund(IMF) and a similarity among management training standards are generating isomorphic behavior among nations and organizations. This led to major developments in theory that explain well the behavior observed in developing countries.

Thus, developing countries ought to be considered part of the normal scientific development. Situations or circumstances might change between developed and developing countries; such changes were already taken into account in the scope of the broad field of research. Specific cases relating to USA, France or KSA might not directly apply to India or Bangladesh, but the reasons can be related to well-known concepts and theories, especially those that recognize the importance of perceptions, values, beliefs and other soft influences on decision-makers' behavior.

According to Hafsi and Farashahi (2005), the discoveries made in developing countries could be invoked to discuss issues that are significant in such countries: institutional stability, democracy in the workplace. It is proposed that managerial practices in developing countries not be left in the dark as the managers there invent important ways to deal with new situations: such lessons add to the universal knowledge. (Hafsi et.al, 2005)

Another research led by Vengroff et al. (1997) considered the nature of managerial work in developing countries with respect to Mintzberg's works (1973) about the universality of management. Mintzberg described what managers do with their time in order to provide insight as to why they seem to have little control over their time. He used a structured observation method to follow up on the activities of chief executives of five medium-to-large private and public sector organizations located in New England, USA. The studies were broadened to cover managers in Canada, Sweden and Great Britain. As a consequence, Mintzberg was able to define ten main roles, grouped into three categories: (1) interpersonal roles: Figurehead, Leader, and Liaison. (2) Informational roles: Monitor, Disseminator, Spokesperson and (3) Decisional roles: Entrepreneur, Disturbance Handler, Resource Allocator and Negotiator

Montgomery (1985) took interest in identifying management skills required by a managerial job and the manner with which those skills can be translated easily into management development

training based on western management models. Montgomery conducted his works in the SADCC, the seven English speaking southern-African countries once under British Colonial rule. Data was gathered using a critical incident method. The research generated a list of forty-four skill activities that may capture the full content of managerial work in public, private and parastatal (hybrid) sectors of developing countries from a role and task perspectives.

Vengroff (1990) extended Montgomery's work. With Montgomery's assistance, the forty-four skills were converted into close-ended structure questionnaire items. Two sets of Likert-type items were developed. Managers had to rate the importance of each skill activity for his/her job in one set and rate the frequency at which each activity was encountered in the other. The questionnaires were written in English and translated to French, forth and back-again to English, for validation. Vengroff targeted Senegal, the Central African Republic (CAR) and Hungary, selected as an example of a transitional developing country with large enough cultural and industrialized difference with the African nations to suggest that the Hungarian management procedures were much diverging from those in Senegal, CAR or SADCC. The study intended to contrast the Universalist theory to the convergence approach: Convergence theory holds that managers in a certain country adapt to its level of industrialization. That is, the country will progressively become more industrialized, and the managers while naturally adapt or converge to western management practices. This shall be done regardless of the home country's culture. In Vengroff' study, two hypotheses were formulated: 1) The relative frequency that managers from one stratum of one nation are involved in various skill activities will reflect the relative frequency that managers from other strata within the same nation are involved in those same activities, and 2) The relative frequency that managers from one nation are involved in various skill activities will reflect the relative frequency that managers from nations of different cultural-industrial standing are involved in those same activities, after controlling for the influences of

strata. Those two hypotheses support the Universalist approach. They were both formulated in order to:

- Consider Morse and Wagner (1979) proposition: "Situation matters. It might not directly be through its influence on the managers' activities, because management activities are similar. The influence is rather on the frequency at which the manager must engage in each activity.
- Take account of the pressure exerted to conform to worldwide set of skill activities that must be stronger than pressure to comply with nation-wide set of skill activities-representing one's own heritage, traditions and cultures.

Evidence is provided that the nature of managerial work is generally homogeneous: in terms of frequency in which managers from these nations encounter specific skill activities as part of their jobs. Also, the relative frequency that managers from one nation are involved in the forty-four skill activities saliently reflects the relative frequency in each of the other nations, regardless of their cultural and industrialized differences.

Table 2.1 below shows the list of the top 15 skill activities in each of the surveyed countries:

Table 2.1 Top Fifteen Skill Activities by Nations

Senegal	Central African Rep. CAR	Hungary	SADCC
International Negotiating	Technical Skills	Interorganizational Politics	Motivating
Interorganizational Politics	Work Scheduling	Financial Management	Personal Management
Work Scheduling	Project Management	Contingency Management	Interpersonal Relations
Community Relations	Training	Entrepreneurism	Training
Commanding Respect	Supervision	Project Managing	Technical Skills
Accounting	Job Planning	Operating Rules & Procedures	Report-Writing
Decision Making	Coordination	Work Scheduling	Operating Rules & Procedures
Coordination	Organizing	Action Oriented	Financial

			Management
Organizing	Operating Rules & Procedures	Interorganizational Relations	Negotiation Skills
Report-Writing	Report-Writing	Resource Allocations	Supervision
Public Relations	Decision Making	Implementation	Interorganizational Politics
Financial Management	Commanding Respect	Job Planning	Commanding Respect
Impact Analysis	Economic Analysis	Public Relations	Accounting
Implementation	Data Analysis	Decision Making	Coordination
Job Planning	Implementation	Motivating	Work Scheduling

Source (Vengroff et.al 1997)

The top 15 skills as revealed by Table 2.1 are similar. Their intensity-or frequency-reflects significantly the frequency displayed in other countries, regardless of cultural or industrialization differences. This came in support for the following theoretical emissions: (1) Management jobs are similar regardless of the country where it has to be performed (Universalist theory) and (2) The corollary of convergence theory: The frequency of engagement in each of the managerial activities is done regardless of the cultural and industry differences.

The study did not conclude a perfect Universal nature of managerial jobs. There is a general tendency towards universalism. Western managers may have more in common with managers from developing countries than is believed by proponents of the convergence hypothesis. Many Global changes occurred since Mintzberg's study, so there would be a lot to do in this neglected research agenda. (Vengroff et.al, 1997)

2.2 Leadership character and language of leadership

Chemers (2000) argued that leadership research can be reduced to focusing on the functions that leaders must perform to be successful. It was stated that leaders must produce an imagination that Arouses trust in followers, develops relationships with subordinates that enable subordinates

to move toward individual and collective goal attainment. The Imagination produced shall also use their knowledge, skills and material resources to accomplish the group's mission.

It can be argued that in order for a leader to instill trust in followers and develop relationships that enable subordinates to move toward goal attainment, that leader requires "character". Character is associated with enduring marks as the origin of the word comes from Greek meaning engraving. Those enduring marks are acquired at early stages though religious beliefs, legacy and a child's basic interactions.

Kirkpatrick and Locke (1991) argued for the importance of character as a leadership trait. A qualitative synthesis of earlier research was conducted. It claimed that leaders differed from followers on six traits: drive, desire to lead, honesty and integrity, self-confidence, cognitive ability and knowledge of the business. According to the authors, leaders can have those traits by birth, acquired all along life or both. It is those traits that make leaders different and should be recognized as part of the entire leadership process. Gergen (2001) lists character among the essential three leadership traits: character, vision and political capacity. As for Clowney (2001), she concluded that the era of character placed emphasis on sincerity, honesty, and humbleness. Josephson (1991) related character to the foundation of effective leadership: leaders when leading will be shaped more by the collection of dispositions, habits and attitudes that make up their character than by their education and skills.

Hendrix et al (2003) conducted a research to examine character assessment in different leadership levels in the USAF. As per Meyer (1997), character is an ingrained principle, expressed consciously and unconsciously to subordinates, superiors, and peers and consists of honesty, loyalty, courage, self-confidence, humility and self-sacrifice. Lickona (1991) also states:

“Character, so conceived has three interrelated parts”: (1) Moral Knowing, (2) Moral Feeling and (3) Moral Behavior

Lickona claims that all are necessary for leading a moral life-All three make up moral maturity. Those three components interact in complex ways. Moral knowing is described as involving moral awareness, values, perspective-taking, moral reasoning and decision making. Moral feeling encompasses conscience, self-esteem, empathy and humility. Moral action is based on:

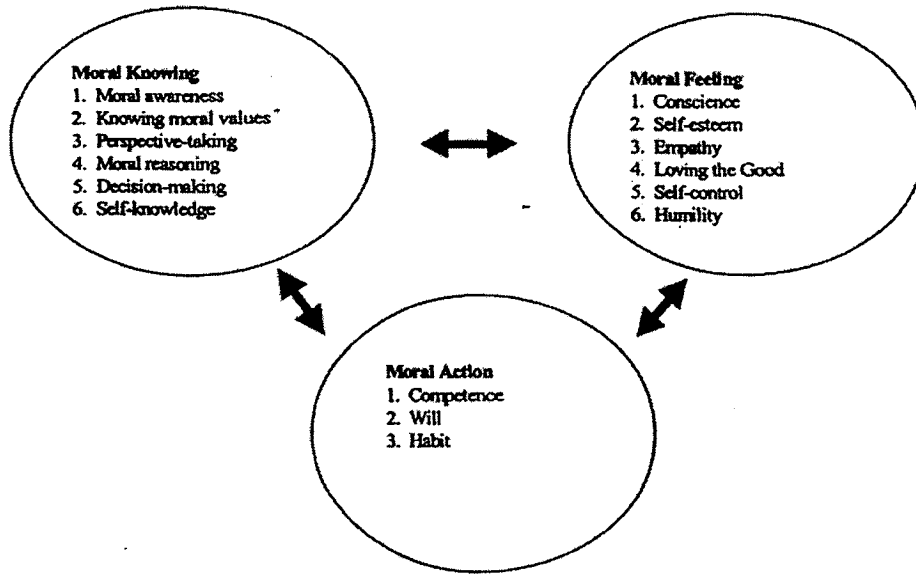
- Moral Competence: ability to turn Moral Judgment and Feeling into action
- Moral Will: Compulsion for effectiveness.
- Moral Habit: Unconscious leaning to effectiveness.

Lickona considered moral action as an outcome of moral knowing and feeling. The environment in which the behaviors are taking place is also considered by the author to be a key determinant of moral manners.

The USAF adopted Lickona’s model in this research for developing and assessing Character (Figure 2.1).

Each of the first two components has 6 attributes while the third has three. These are illustrated in Figure 2.1 below:

Figure 2-1 Depiction of Lickona’s Character Development Model



Source: (Hendrix et.al 2003)

The Authors of the USAFA Leadership Character Program’s review of character development literature and Lickona’s model gave the basis for the elaboration of a set of twelve attributes: The attributes shown in Table 2.2 were the essence of the Character Program elaborated by Hendrix et.al (2003)

Table 2.2 Air Force Character Attributes

<i>Factor</i>	<i>Description</i>
Integrity	Consistently adhering to a moral or ethical code or standard. A person who consistently chooses to do the “right thing” when faced with alternative choices.
Honesty	Consistently being truthful with others
Loyalty	Being devoted and committed to one’s organization, supervisors, coworkers and subordinates
Selflessness	Genuine concern about the welfare of others and willingness to sacrifice one’s personal interest for others and their organization
Compassion	Concern for the suffering or welfare of others and provides aid or shows mercy for others
Competency	Capable of excelling at all tasks assigned. Is effective and efficient
Respectfulness	Shows esteem for, and consideration and appreciation of other people
Fairness	Treats people in an equitable, impartial and just manner
Responsibility and Self-Discipline	Can be depended upon to make rational and logical decisions and to do tasks assigned. Can perform tasks assigned without supervision
Decisiveness	Capable of making logical and effective decisions in a timely manner. Does not “shoot from the hip,” but does promptly make a good decision after considering data appropriate for the decision
Spiritual Appreciation	Values the spiritual diversity among individuals with different backgrounds and cultures and respects all individuals’ rights to differ from others in their beliefs
Cooperativeness	Willingness to work or act together with others in accomplishing a task toward some common end or purpose

Source: (Hendrix et.al 2003)

It was suggested that leaders can introduce structural change or policy formulation, interpolate structure or improvise. The leaders can use the existing formal structure to keep the organization in motion and effective operation. Researchers also argue that distribution of leadership acts is not random. There is a certain distribution in roles that goes as follows: Top Leaders can introduce structure, Middle Level leaders can interpose structure while Junior Level Leaders use structure provided to keep organizations operational.

Exercising those different patterns of organizational leadership demands different cognitive styles, different levels of knowledge and different emotional characteristics. Thus, leadership skills required at one level of leadership does not have to be the same at other levels, as per Fiedler (1964). The requirements of Personality traits given leadership levels are likewise.

Different pollsters had concluded that different leadership traits were needed at different levels of leadership [Mumford, Connelly, Marks]. But none had specifically examined the leadership trait of character. That was exactly the intention of Hendrix and his companions.

Hendrix developed three instruments for measurement at the USAF, Two of which were used. Those would assess the twelve characters listed in Table 2.2 above:

- 1- Character Assessment Rating Scale, CARS: Subjects rated the frequency at which they exhibited certain characteristics. This tool measured the Moral Feeling portion of Lickona's model
- 2- The second measurement tool was the Behavioral Desirability Scale, BDS. It lists a series of behaviors relating to the 12 attributes and the subjects will rate the extent to which they think certain behaviors are desirable on a scale from 1 (Extremely Undesirable) to 9 (Extremely Desirable).

The BDS was significantly correlated with the CARS ($r=.41$, $p < .001$, $df = 265$). This proved the convergent validity of the two instruments. The research was conducted by electronic mail, and the respondents had a month to complete the surveys. The overall response rate was 62%.

Dependent Variables:

- 1- Character Assessment Rating scale: respondents answered 12 items that corresponded to the 12 Dimensions mentioned in Table 2.2. The score for one CARS factor was obtained from the analysis of the 12 items. It was used for comparison between groups of different levels of leaders.
- 2- BDS Character Dimensions: Respondents answered 65 items. Those items were also based on the 12 characters mentioned in Table 2.2. The 65-item inventory reduced to four factors. Each factor was operationalized by computing the average of all the items comprised in that factor (Table 2.3)

Table 2.3 the Four BDS Factors

Factors	Eigenvalue	Alpha	Traits in Factor
Selflessness (BDS1)	5.2	.94	Selflessness
Integrity (BDS2)	3.5	.89	Respectfulness Compassion Loyalty Cooperativeness Integrity Honesty
Competency(BDS3)	2.8	.88	Competency Responsibility Fairness
Spiritual Appreciation(BDS4)	1.2	.88	Spiritual Appreciation

Source: (Hendrix et. al 2003)

Independent Variables:

Air University School (Level of Leadership): where the officers were divided into three levels, based on their age and years of experience.

Thus, different levels in the organization required different types of leadership skills. At lower levels, more technical skills might be required while as the level goes up broader perspectives become more essential. Lickona's model described character as consisting of operative values which are values in action. Character progresses when value becomes a virtue. Character is also composed of knowing the good, desiring and doing the good, or habits of the mind of the heart and action. All three are necessary for a moral life and make up moral maturity. As for the character development, the three phases are restated: (1) Moral Knowing: Carefully think about the right course of action. (2) Moral Feeling: Deep concern about doing the right thing and (3) Moral Action: implied by the presence of the previous two others.

The study is an initial effort toward understanding how moral knowing and feeling are developing over time in USAF officers. The study can be further strengthened by a 360-degree assessment as well as ratings of subject's behaviors in order to get a more complete picture of subject's character (Hendrix et.al 2003)

Unlike earlier researchers, Hendrix et.al (2003) has especially established the leadership character traits with respect to a model. This is a pillar that is shared by the current research which is also trying to establish the Effective Lebanese Leader's behavior. As it is considered that behavior emanates from character, Hendrix et.al shed the light on appropriate research approach.

The similarity in the final research objectives made the measurement tools (CARS and BDS) as well as the Research Model (Lickona's 1991) used by Hendrix et.al (2003) worth considering when going into the elaboration and application of our own investigation.

The current section had presented an approach to the determination of leadership traits of character. The next sections present the management styles and characters of people in the Mediterranean: Greeks and Turks, Middle Easterners and Lebanese. Research will try also to tackle any further referrals for similarities that will be encountered.

2.3 Managerial Styles in the Mediterranean

2.3.1 Greek Management Diagnosis

Bourantas and Papadakis (1996) studied the basic characteristics of management in Greece and commented on the main forces of change facing Greek managers. In order to identify the unique characteristics of Greek management, the management cultures and decision-making styles of Greek-owned companies were contrasted with those of subsidiaries of multinationals operating in the same national context. This is achieved through three recent empirical studies conducted in Greece by the authors and their associates. The analysis of these studies represents an effort to diagnose Greek management. As for the prognosis, based on facts as well as on personal experiences, it would suggest that Greek management is still in a transitory phase.

Hofstede (1980) found that of the fifty-three countries included in his sample, Greece is characterized by the highest "uncertainty avoidance" index, as well as by a masculine culture. He suggested that the need for security and status as a result of wealth were especially important to Greeks. As for the leadership style preferred by people, Hofstede (1976) showed that the consultative style is greatly preferred in Greece-70 percent vs. 18 for participative-compared to an average of 49 percent for the thirty seven countries surveyed. There is warm acceptance for people with authority, and behavior is cooperative and given to self-sacrifice (*philotimo*) while the attitude towards out-group people is suspicious, hostile and extremely competitive.

2.3.1.1 Management Culture of Greek Organizations

Harrison (1972) and Handy (1980) provided the conceptual framework for the managerial culture in Greek Firms. A manager is compared with the attributes of one of the four gods of Greek mythology. The name of each of the four gods is used to describe the cult or philosophy of management and an organizational culture:

- Club Culture (Zeus): Found in smaller entrepreneurial organizations. Organizations marked by this culture are most likely to be divided either along functional or product lines, and are subjected to a centralized management style
- Role Culture (Apollo): Role, or sets of duties, is fixed. Individuals in the role culture are parts of the machine, doing their jobs, in a more or less free interchangeable fashion
- Task Culture (Athena): Management is concerned with the successful solution of problems. For this purpose, resources are drawn from various parts of the organization in order to focus them on a particular problem
- Existential Culture (Dionysus): Culture preferred by professionals. They can preserve their own identity and freedom, feeling owned by no one, but can nevertheless be part of the organization.

Diagnosis summary on Greek Management

The salient characteristics of Greek management are:

- Concentration of power and control in the hands of top management. This reflects the autocratic nature of Greek industrialists and is consistent with much previous research. Other recent research has documented that, in the majority of Greek companies, top management usually consists of the owners and their relatives

(Bourantas, 1991; EEDE, 1986; Makridakis, Papgiannakis, and Kaloghirou, 1996; Nikolaidis, 1992).

- Lack of modern systems to support strategic decisions: relative to multinationals operating in Greece, the strategic decision making styles of Greek companies were less comprehensive/rational and less formalized. It uses less original communication and witnessed more problem-solving discord, suggesting a lack of professionalism among top managers: For instance, Bourantas and Mantes (1988) provided evidence that SWOT analysis was used three times less than qualitative forecasting methods. Other research reported a lack of modern management methods and systems such as formal structure, planning and control systems, human and resource management systems, incentive systems, and management information systems (e.g., Kanelopoulos, 1991; Papalexandris, 1988).

On the balance, the Greek management would be rather characterized as a Western-type management style that did not reach yet a certain level of modernization and adoption of scientific and analytical methods and techniques. The differentiation of Greek management relative to that of other European countries is a matter of degree of development and does not constitute a different model.

The underdevelopment of management in the public sector is mostly due to powerful political forces: a new democracy bearing painful memories from both world wars, civil war 1944-1949, and military dictatorship 1967-1973. All these events have reinforced the power of politicians over technocrat managers in state controlled enterprises to the least. Till today, top management of all major public enterprises is appointed by the government, and the key criteria for appointment

are loyalty and contributions to the political party rather than managerial competence. (Source: Bourgantas et.al 1996)

2.3.2 Cultural and Industrialization influences on Leadership Attitudes of Greeks

In their study of the roles of cultural background and degree of industrialization in the managerial beliefs of a sample of Greek managers, Cummings and Schmidt compared their findings with previous results reported by Haire, Ghiselli, and Porter (1966) and Clark and McCabe (1970). The Greek managers sampled were as inconsistent as those in early studies: they displayed little belief in an individual's (subordinate) capacity for leadership and initiative, while advocating the practice of participative management.

The Greeks were found to be most similar to managers in the developing countries in sharing information and objectives and in belief in participation. These scales were measured by instruments emphasizing attitudes of managers concerning appropriate administrative styles. As for the more basic managerial belief, belief in capacity for leadership, initiative and belief in internal control, the Greeks came closer to the Latin-European counterparts. Culture may provide a broad framework within which beliefs are developed and strengthened, while the degree of industrialization influenced the manifestation of these beliefs.

As for belief in internal control, the Greek managers scored high, as could have been expected given the strong Greek belief in self-esteem, individualism and struggle. This is in harmony with the strong conviction in self-determination among a different sample of Greek managers (Cummings et al., 1972).

The developing countries' managers showed also a high "democratic" score on the scale of internal control in the Haire et al. (1966)

Source (Cummings et al. 1972)

2.3.3 Cultural and Industrialization Influences on Leadership Attitudes of Turkish

Parallel to the research conducted by Cummings et al. relatively to Greeks, Kozan took interest in the Turks. It should be admitted that empirical, cross-sectional studies are almost non-existent for certain countries (such as Turkey), sometimes due to the difficulty of conducting research. One way to overcome hardships was to conduct field studies and build upon comparative leadership studies of Haire et al. (1966), whose contribution to the field persists. Kozan's study used comparable data from Turkey to provide further evidence to what came out of the Haire et al. study and of later studies based on it.

2.3.3.1 Method

2.3.3.1.1 Subjects

Data was collected in 1987 from managerial personnel in fourteen private and eight public organizations in Istanbul and Ankara. Usable data were obtained from 215 of the 259 managers contacted (83 percent). This group represented 22 percent top management, 60 percent middle management and 18 percent supervisory personnel. The mean age was 40. Eighty-five percent had a college degree or higher, with 39 percent majoring in engineering, and 40 percent in business and economics.

2.3.3.1.2 Data Collection

The eight-item Haire et al. (1966) questionnaire was used as part of a larger questionnaire. The questions were translated into Turkish by the author and retranslated into English (for consistency check) by a bilingual

colleague. The tendency to give socially desirable responses was measured by means of a twenty-item scale developed for Turkey (Kozan, 1983). The scale was found to have high test-retest reliability ($r = 0.91$) and internal consistency ($\alpha = 0.76$). Correlations with various scales of the Turkish translation of Minnesota Multi-Phasic Inventory showed a similar structure to those obtained by Crowne and Marlowe, hence, supporting the scale's construct validity.

2.3.3.1.3 Results

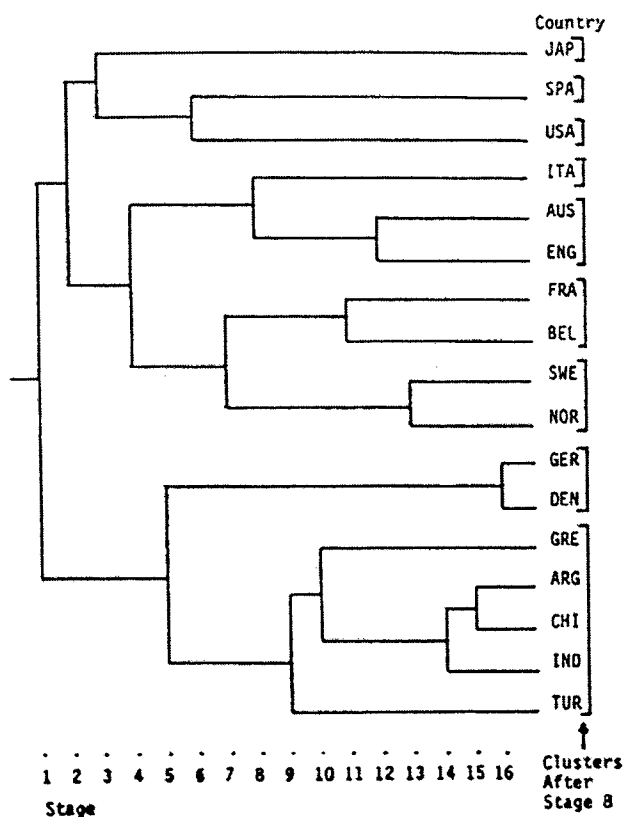
Turkish managers scored low on information and objectives sharing, participation and internal control. As for the belief in individual's capacity for initiative and leadership, the Turkish managers scored high. However, this still comes short of their belief in participative management, information sharing and self-control. The Turkish managers tend to carry an inconsistency in their leadership beliefs similar to the main body of managers in many other countries-Greece for instance. This is more the pattern of developing countries rather than that for more industrialized ones i.e. lower participation scores and leadership capacity scores.

The social desirability was measured through a twenty-items scale especially developed for Turkey by Kozan (1983). The scale was based on principles emitted by Crowne and Marlowe (1960). It contained items that revealed socially desirable by improbable behaviors. The Turkish social desirability scale gave near-zero correlations with all leadership belief categories except control. There seems little reason to attribute the

leadership belief scores, or the discrepancy between some beliefs to social desirability.

The clustering of Turkey with other countries is shown in figure 2.2. Turkey is grouped, as per the author with Greece, China, India and Argentina. The cluster contains a variety of cultures with different religions, languages and regional location. The group stands also alone from the other countries in their level of economic development.

Figure 2-2 Cluster Analysis of Countries



Source: Haire et al., 1966, and additional data from the present study.

Source (Kozan, Kamil 1993)

Kozan and Kamil's study proved once again the discrepancies in managers' beliefs concerning participative practices and employee's capacity for leadership and initiative. The study shaded the light on the social desirability aspect which has little or no effect on leadership beliefs. As per the research, a possible explanation was the little inroad of human-relations movement in Turkey compared to the West. Turkish organizations are known for high power distance between superiors and subordinates (Hofstede, 1980). This was reflected in the lower participation scores obtained in the study's sample of Turkish managers versus other countries. What is most valued in the Turkish culture is the autocratic style.

Industrialization efforts by developing countries will be fostering beliefs in participation on the part of managers. An effort is required on the part of subordinates who need to embrace the concept as well as cheerfully. In developing countries, including those in the Middle East, as well as in more industrialized ones, organizations development efforts which bring a more comprehensive perspective to change and which from the outset involve all interested parties may be the more appropriate strategy.

Kozan and Kamil's study provided further testing of industrialization with respect to cultural explanations of leadership attitudes. Cultural diversity in a developing country can be easily offset by a powerful factor such as low level of industrialization. As per Haire and his collaborators and other subsequent studies, the industrialization level would have more weight than national culture in a given hierarchy. Source: (Kozan, Kamil 1993)

It would be meaningful to highlight the clustering of Turkey and Greece alongside China, India and Argentina. The next section will reveal explorations related to Indian and Chinese styles and contrast the findings with the impact of the above clustering. As for Argentina, it will be dealt with from the Latin American Perspective. A separate section (2.5) is dedicated for that intention.

2.4 Indian and Chinese Styles and Association with Turks and Greeks

2.4.1 Chinese

This section will look deeper into the Indian and Chinese profiles and managerial styles. So far, the intent was to converge study' results related to Mediterranean countries to what the Lebanese Leader profile is expected to be, once the effective behavior is determined. In simpler terms, the will is to have a profile that is consistent with people in the region that have influenced Lebanon and the Lebanese, and still carry a lot of familiar practices, habits and traditions in their social system.

China and India have been associated with Turkey and Greece (Kozan, Kamil 1993).

Turkey and Greece, in the mindset of this paper, were correlated with Lebanon. How really close are the Chinese and their ways? Relevant research pertaining to Leaders' effectiveness dated from 1977, reflected by the workers participation in factories (Hoffman 1977).

Hoffman went into the description of the working environment in a Chinese Factory. The factories, in their managerial structure, carried many imprints of the soviet system, and the visible traces of the Cultural Revolution and the red book of the Maoism. The assignment of the Leaders, and their operation, in addition to the action and interaction

of the stakeholders (proletariat) themselves is heavily dictated by the Communist Party and its representative. Between 1977 and today are 35 years and a lot happened ever since.

The Chinese society has went through many changes and the revolution itself had been shaken, especially during 1989 (Spring of Beijing). Nowadays, the Chinese Economy is open to Foreign, in particular Western, investments. The Chinese can travel more often, unlike the early days of the revolution and the times of the great walls and curtains. Though these events and factors might not necessarily infer a radical change, it cannot be confirmed in any way how the Chinese can pictured to be similar to Greeks, Turks and more importantly to Lebanese.

That's why; the Chinese will not be further referred to throughout the current research paper. Next the Indian styles are overviewed and discussed.

2.4.2 Indians

The Indians have a strong Caste system till the time being. This Caste system divided the society into communities that have deep differences starting from religion and not limited to traditions and interactions: It is possible that social difference might prohibit a member of one social group (or class) from directly interacting with the member of another.

Before stepping further into the Indian studies, a break will be taken to compare the Caste system with the Lebanese Feudal sytem: Feudalism is a system for structuring society around relationships derived from the holding of Land in exchange for service or Labor.

This system had been in vigor in Lebanon in the Middle-Ages, and was reinforced by the Ottomans, notably under the Maans and the Shehabis. The Lebanese Maronites revolted against the system in 1858, led by Tanios Shahine. Yet, the Feudal system persists in Lebanon, even if to a lesser extent. It goes on through the same families (El Khazen for instance) that were the victims of the 1858 revolution. However, the Feudal system in Lebanon nowadays is neither as sharp nor as much implicating as the Indian Caste. It is worth noting here that India rarely witnessed a revolution against a standing local system, which was not the case of the Lebanese, whose country is way more unstable.

This at least paves the way to hold some similarities between the social structure, collective memory and mindset. Next, research related to Indian Management or Leadership styles will be addressed.

The ones found and dealt with also date from quite a few years back. The researches are mostly descriptive (observational). They were especially useful in drawing the broader picture of the Indian Leader mentality and the way of dealing with subordinates, peers and colleagues, others, interpersonal skills and authority relations. Those way interrelate to give meaning to events happening in the organizations' worlds.

Kumar et.al (1978) dressed the interpersonal construct of an Indian Manager and its implications for the management of Indian organizations. The authors' observations were based on observations in the framework of personal construct theory (Kelly, 1955).

The authors delineated the construct of the Indian manager when dealing with people in general as fairly and undifferentiated. Difference was made upon categorization:

people described as close ones, for whom the Leader has concern: those include family members, peers and colleagues. The other category is the "others". Those are placed in one's life and to whom one shares no concern.

The two constructs an Indian manager has when it comes to interacting with people are responsibility and obligation. They impact familial and personal dimensions. When tightening these bonds, the manager will have strengthened a base for competence by increasing his skills and stronger relations can be further built.

Indian managers take authority with willingness. It was observed that Authoritarian leadership is more preferred than Participative Leadership. This implied a lot of dependence on the leader ("overreliance") and the prohibition of access to information, which in return deprives the manager of contingent solutions. In the Authority Subordinacy relationships, in the Indian setting, trust came to be a consequence of distribution of power and not a prerequisite. According to Hofstede (1976), organization efforts that aim to distribute power in order to create trust are more effective than those who try to create trust in order to re-distribute power.

Peers and Colleagues constructs are very undifferentiated and diffused. Comradeship may work against the task orientation, thus feelings of warmth and friendship does not get easily transferred to the workplace.

As for the interpersonal level, Indian Organizational developers focus on enabling managers to evaluate data scientifically, learning skills to "set up conditions for experimentation" (Kumar et.al 1978) in order to test their own constructs. Thus, instead of solving problems themselves, the OD's develop the managers' competence to solve problems.

The ODs also try to incorporate a “better fit” in the managers’ role: differentiation and alignment with the rational and objective considerations of competence in organizational role relationships (impersonal categorization)

(Source: Kumar et.al 1978)

2.5 Latin America

Argentina has been clustered with Greece, China, Turkey and India. So far, China’s agglomeration with the others has been refuted. Next and last is tackled Argentina.

Research about Argentina went into a broader wave when it considered Argentina as a Latin American country. Most of the sources found, have in fact confirmed the statement above: the Latin American countries, from Mexico North, to Argentina South including Brazil, were treated with a lot of similarity and shared the same kinds of issues: Catholicism and Catholic Church Influence, Barons, Corruption, Social Structure, Income, Market Reforms etc...

Next are discussed the broad, and specific issues encountered in the Latin American Countries. Those would greatly remind the reader about current problems happening in Greece in particular such as corruption and need for reform, and not less about Lebanon where many of those problems have also been chronic.

Arruda (1997) in his discussion of the Business Ethics in Latin America went through the challenges one can find in those countries:

- Broad Issues such as (1) Being Competitive within Legal and Moral Limits: an issue that’s forgotten, (2) Materialism, (3) Selfishness, (4) Corruption, (5) Disparity of Wealth distribution, (6) Privatization and (7) Ecological issues
- Specific Issues like (1) Engaging in business by obeying the laws, (2) Paying taxes, (3) Avoiding Corruption, (4) Deception, (5) Bribery, (6) Dumping, (7)

Fraud, (8) Dishonest Negotiations between buyer and seller and (9) Making Products more expensive.

Add to that, business owners not paying their employees well, while the employees do not take their work seriously in return. There is a contrast between the Christian Faith of the majority of the populations in Latin America and the ethical practices where words like honor, responsibility and commitment are forgotten. Ignorance is a major problem in most of the countries (Arruda, 1997). The interesting part is young people's eagerness to get rid of immorality. That can be seen in the importance accorded to their business ethics courses. "For them, being more means to work better, to have honor in every situation, and to fulfill all obligations"

Meanwhile, Manzetti et.al (1996) reported the economic reforms set out by many countries (Argentina, Brazil and Venezuela). Those reforms are called new means for old ways. The authors conclude that most of the reforms were not productive, demanding long sacrifice from the people at many instances. The population refuted those sacrifices, and brought down the administration: the cases of Fernando Collor de Mello, Carlos Menem and Carlos Andres Perez are cited. Privatization, with all its hopes and concerns is omnipresent. Manzetti and Blake state that privatization did not achieve all the expected goals, mainly taking out corruption: Some administrative brought their own-companies as a substitute for the public organizations: "increase in discretionary power was often used to nourish their corrupt networks" (Manzetti et.al, 1996).

This was said, to infer the truth of the environment in which a Latin American Manager would be operating. Judging by external factors, one could say that the environments in Turkey, Greece and the Latin American countries are very similar,

and this can be taken into retrospective to Lebanon. The internal factors (personality, education, skills, talents, decision making) sculpting further a Manager or a Leader were not taken into account. The mere conclusion here is that a Leader in Latin America has enough-similarity in his environment with a Greek, Turk and Lebanese. That's why one can reaffirm section 2.3 clustering. Next, is a perspective about Lebanon and Arabs.

2.6 Lebanon and Arab Studies

This section is meant to relate what researches have said about Arabs in general and Lebanese in particular, with the very little research that exists in the domain. What is about to be presented is the following:

- Arab Managerial Practices
- Arab Executives Decision Making Styles, Individualism and attitudes towards Risk
- Lebanese Profile with respect to Hofstede' Studies

2.6.1 Arab Managerial Practices

The study led by Al-Jafary et.al (1983) in the Arab Gulf Region. It determined the management system operating in 10 organizations. It linked the management system to organizational effectiveness.

The results were compared to national norms in the United-States. The study found that the most common managerial style in the Arab Region was the consultative style (Management System 3 as per Likert (1961)) with a tendency towards participative management. This result is similar to its American counterpart which suggests the important influence of external factors (otherwise, the results would not have been predictable in a traditional society).

The managers rather perceive themselves as participative, but they are reluctant when it comes to involving their subordinates in the decision making process.

This finding is congruent with previous research [Haire, Ghiselli and Porter 1966] and also with future research [Ali 1993].

Al-Jafary et.al (1983) also found that, similarly to Likert, that “managerial leadership facets lead to organizational climate facet which in turn is more strongly related to organizational effectiveness”. The strongest relations were shown in communication, concern for people and technical adequacy (Al-Jafary et.al, 1983)

2.6.2 Arab Executives Decision Making Styles, Individualism and attitudes towards

Risk

Research led by Ali (1993) attempted to shed light on Decision Making Styles, Individualism and Attitudes towards risk in Arabia.

- According to the author, and as suggested by Singh (1986), there is a strong relationship between the three variables mentioned previously and business performance.

Ali's study attempted to: (a) Identify Managerial Decision Styles and circumstances that lead to their presence, (b) Relate these styles to individualism and attitude towards risk and (c) Investigate impact of hierarchical level, organizational sector and size on manager's work orientation.

The author dressed a comparison between the decision styles employed in his study, and those in similar previous studies. They are presented by table 2.4 below:

Table 2.4 Decision Styles between Jafary's Study and Previous Research

Likert (1957)	Previous research				
	Heller (1971)	Vroom and Yetton (1973)	Bass and Valenzi (1974)	Mumtaz (1980)	Present study
Exploitative authoritative (System 1)	Own decision without detailed explanation (Style 1)	Manager makes decision himself (A1)	Direction (System 1)	Own decision (System 1)	Own decision (System 1)
Benevolent authoritative (System 2)	Own decision without detailed explanation (Style 2)	Manager makes decision obtaining necessary information from subordinate (A11)	Negotiation (System 2)	Consultation with subordinates (System 2)	Pseudo-consultative (System 2)
Consultative (System 3)	Prior consultation with subordinates (System 3)	Manager shares problem with subordinates; makes own decision (C1)	Consultation (System 3)	Joint decision with subordinates (System 3)	Consultative (System 3)
Participative group (System 4)	Joint decision making with subordinates (System 4)	Manager shares problem with group; makes own decision (C11)	Participation (System 4)	Delegation of decision to subordinates (System 4)	Participative (System 4)

Source (Ali, 1993)

Table 2.4 proves that Ali (1993) was in consistency with the adjacent research.

Ali has found that organizational variables have no significant impact on decision making style, individualism or attitude towards risk.

The author referred the most important results of his research to the cultural and managerial implications. Consistent with previous findings, Arabs were found to have mostly a consultative style of Decision Making: it is common in an Arab community to have the entire kinship consulted on important matters. The Arab executives scored low on attitude toward risk except for two issues:

- Caution in Making decisions
- Adherence to predetermined steps

One other way to perceive this is the frequent use of the word "inshallah", that suggests Arabs as relying heavily on religious beliefs, in spite of their optimism.

Research also found that Arabs had a moderate tendency towards individualism.

Loyalty extended beyond the individual to the immediate and larger families. As

for Incentive systems, research inferred that motivation would come from interpersonal transactions, social relations or an opportunity to get paid for helping others. Individuals seek group recognition of such achievements. Loyalty, and unlike previous research (e.g. Wright, 1981), was not centered on individuals or their superior in the organization. Loyalty extends to the organization, the larger family. Arab employees show a high commitment for goal achievement

Source (Ali, 1993)

2.6.3 Lebanese Profile with respect to Hofstede' Studies

The Lebanese are a unique and very peculiar case not only in the Middle-East but on Earth. Their country itself is said to be working sometimes by miracle, as per the Van Zealand's Observation: "I don't know what makes it work. But it seems to do pretty well. I suggest that you leave it alone" (Raphaelli, 1964)

Lebanese share some of their Arab Neighbors traits. Lebanese however are unique in their amalgamation of their own and foreign culture in addition to all the civilizations that resided in Lebanon through the ages, from the times of Phoenicia.

Next will be presented the findings of an interesting research by Rawwas (2001): Consumer ethics. This research contrasted and explored the findings of Hofstede in the Globe Project. The point of interest will be the findings about Lebanon and Lebanese.

"According to Hofstede, societies differ along four cultural dimensions:

- Power Distance (PDI)
- Individualism (IND vs. COL)
- Uncertainty Avoidance (UAV)
- Masculinity (MAS or FEM)

And also remembering Hofstede, a unique culture exists whenever a group of people share distinctive beliefs, norms and customs" (Rawwas, 2001)

The individuals' types in Lebanon are (given the GLOBE Project) as follows: (1) **Deferents** (Large PDI and strong UAV): accept inequality in power, obey blindly superiors' orders, avert risk and avoid vague situations. (2) **Absolutists** (Strong UAV and FEM): Comparable Social roles for both sexes, avoid vague relationship and little conflict among individuals. Finally there are the (3) **Followers** (Large PDI and COL): Completely respect superiors' orders and group members, enthusiastically cooperative, positive, helpful, disciplined.

The research used focus group of marketing professors and students selected from eight countries (USA, Ireland, Austria, Egypt, Lebanon, Hong-Kong, Indonesia and Australia)

- Respondents were between 20 and 49 years of age, professionals and college graduates. T-tests series revealed no difference between various cultures and demographic variables. This is revealed by table 2.5

Table 2.5 T-test series on Respondents Characteristics

	Australia (%)	Egypt (%)	Lebanon (%)	Ireland (%)	Hong Kong (%)	Austria (%)	USA (%)	Indonesia (%)
<i>1. Age</i>								
20-29	33.5	44.4	42.8	37.6	48.5	41.0	43.9	43.5
30-39	41.5	44.1	40.0	40.9	49.1	41.5	38.5	45.0
40-49	17.0	8.6	11.4	9.2	2.4	13.4	13.8	11.5
50 and above	8.0	2.9	5.8	12.3	0.0	4.1	3.8	0.0
<i>2. Job title</i>								
Professionals	27.4	24.4	40.6	31.9	30.3	26.8	40.6	39.0
Managers	43.0	52.4	37.8	47.9	31.9	38.5	28.0	27.0
Employees	29.6	23.2	21.6	20.2	37.8	34.7	31.4	34.0
<i>3. Gender</i>								
Male	63.6	57.8	29.3	50.5	65.6	45.9	46.3	51.8
Female	36.4	42.2	70.7	49.5	34.4	54.1	53.7	48.2
<i>4. Marital status</i>								
Married	64.8	60.0	68.3	47.3	52.9	55.0	54.5	52.5
Not married	35.2	40.0	31.7	52.7	47.1	45.0	45.5	47.5
<i>5. Education</i>								
High school or less	14.8	24.1	2.8	8.9	10.3	17.6	11.2	8.3
Some college	13.6	9.1	7.2	30.5	6.1	36.8	47.5	11.1
College graduate	48.3	44.0	49.5	48.9	67.8	30.1	37.6	75.9
Graduate degree	23.3	22.8	40.5	11.7	15.8	15.5	3.7	4.7

Source (Rawwas, 2001)

The most important findings were that (a) **Deferents** are not risk takers. They place high importance on following rules and standards. They are mostly intolerant of deviations from group rules, norms and ideas. In addition, **Absolutists** are very (the most) idealistic while scoring low on utilitarianism. "When a culture encourages individual decision making, wealth and materialistic possessions, apparently, high achieving individuals tend to be more realistic and relativistic. They may prefer those moral rules that allow them to compare all possible alternatives and select the one that yields the best outcome over idealism" (Rawwas, 2001). Meanwhile, **Followers** do not easily accept Machiavellism (unlike Leaders, such as USA, Ireland). Hofstede contended High Individualism in wealthy countries with High

Collectivism in poorer countries: this is not very true about Lebanese, who have the two extremes mostly: high individualism first, then comes concern about others. This is influenced by the lack of resources in Lebanon and continuous invasions, thus a survival instinct in the Lebanese-Collective Memory.

Now that the Lebanese, and what were believed to be their similars, profiles were explored and discussed thoroughly, the next chapter will go through the research methodology, variables and instruments used, to get to destination: determine effective leadership behavior in Lebanese organization, led by Lebanese, in Lebanon.

3 Procedures and Methodology

3.1 Introduction

Literature Review has tried to reflect many established concepts and build perspectives that will be useful in the research design.

Literature Review went through the research that looked into the application and validity of western based Leadership and Managerial concepts in the developed countries. The concepts, taught in most business schools around the world were born in their countries of western-origin. Their authors and other researchers looked later on for their applicability elsewhere, in the developing world (Kiggundu et.al (1983), Hafsi and Farashahi (2005), Vengroff et.al (1997), Montgomery (1985)). This was of particular interest to the current research:

“Lebanon is a developing country. Thus, as per the Literature, Western based theories can be applied to Lebanon”.

Literature Review also shed the light on approached in Leadership Behavioral research (Hendrix et.al (2003), Lickona (1991), Elenkov et.al (2005)) and the different instrumentation used:

- CARS: Character Assessment Rating Scale
- BDS: Behavioral Desirability Scale
- MLQ-Form 6S: Multifactor Leadership Questionnaire
- SDS : Social Desirability Scale.

The third axis of Literature Review considered the Mediterranean Managerial profiles. Turks and Greeks were explored. Kozan and Kamil (1993) even clustered Turkey and Greece with China, India and Argentina. So Literature related to Chinese, Indian and Latin Americans-since most

studies have looked at Argentinians as Latinos in the bigger South-American picture. Finally, the author of this research also considered studies made about Lebanese and Middle-Eastern.

It was interesting to find a study by Rawwas (2001) that concluded the Lebanese profile, with respect to Hofstede's Globe Project research' findings.

This last axis created a measure of consistency once the research findings will be come up with.

3.2 Purpose of the Study

The current research aims to determine the Leadership styles of Managers in the Top Lebanese Industry-Telecom and Banking Sectors, the employees' behavioral desirability, their interrelation and correlations and the relation with Personal and Organizational variables. The Behavioral Desirability will be reflecting the desire for transcending values such as Competency, Integrity, Selflessness and Respectfulness. The higher the desirability for such values, the higher the motivation, as per the Maslow's hierarchy of needs (Maslow, 1943)

So far, not many organizations have clear guidelines for Leader-Follower interaction and motivation. The existing procedures are mostly translation of transactional forms of Leadership. Many, though, are starting the discovery of Transformational Leadership.

This study will examine many aspects of Leadership behavior in order to draw valuable conclusions that will serve as reference for (1) the Organizational operations, (2) Procedures and Quality Management and (3) Future Research and Improvements.

3.3 Research Questions

This research attempts to identify and/or clarify the following relations:

- 1- Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables

- 2- Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables
- 3- Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style

3.4 Instrumentation

Two instruments were determined as useful for this research after considering other experiments going in the same directions: The MLQ-Form 6S and BDS.

After examining the literature related to leadership behavioral research, it was possible to identify a theoretical model, developed by Lickona (1991)-presented further. The Lickona' Model gives the basis to measure a set of twelve attributes, that are the core of Leadership-according to the same author. They are listed in Table 3.1 below:

Table 3.1 The 12 Factors in a Leader measured by the BDS

Attribute	Description
Integrity	A person who consistently chooses to do the "right thing" when faced with alternative choices
Honesty	Being truthful to others in a consistent way
Selflessness	Genuine concern about the welfare of others and willingness to sacrifice one's personal interest for others and their organization
Respectfulness	Has esteem and consideration for others
Compassion	Showing mercy for others and concern for their suffering or welfare
Wisdom	Makes a good decision after considering data appropriate to the decision

Competency	Effective and efficient. Excelling at all duties assigned.
Cultural Appreciation	Values spiritual diversity among individuals with different backgrounds
Justice	Treats other in just and impartial manner
Cooperativeness	Good Team Player
Responsibility and Self-Discipline	Performing tasks assigned without supervision. Reliable and can be depended-upon.
Fidelity	Devotion to one's Organization, superiors, peers and subordinates

Source: Hendrix et.al (2003)

The US-Air Force had conducted an experiment to determine the level of Leadership among its officers. Hendrix et.al (2003) who conducted the studies, developed the Behavioral Desirability Scale which is a series of 65 items, rated on a scale from 1[Extremely Undesirable] to 9[Extremely Desirable]. The BDS will be used in the current research for the Followers' Group.

As for the MLQ, which will be detailed in the next section, it is the most widely used instrument for Transformational Leadership studies, the exact intent of this research. The MLQ is based on seven Factors. Those are explained in Table 3.2:

Table 3.2 Transformational Leadership Dimensions seen by the MLQ

Factor	Description
Charismatic influence	Indicates whether you hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams and act as their role model.
Inspirational motivation	The degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.

Intellectual stimulation	Shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of their organization.
Individualized consideration	The degree to which you show interest in others' well-being, assign projects individually, and pay attention to those who seem less involved in the group.
Contingent reward	The degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.
Management-by-exception	Determines whether you tell others the job requirements, are content with standard performance, and are a believer in if it is working, leave it alone.
Laissez-faire	Measures whether you require little of others, are content to let things ride, and let others do things their own way.

Source: Bass and Avolio (1992)

Bass and Avolio also constructed a research model that served as a backbone for their instrument. It is called the Full Range Leadership Model (Bass and Avolio, 1992).

The MLQ will currently be used for measurements related to the Leaders' Group

3.5 Leaders Survey

3.5.1 Introduction

The Multifactor Leadership Questionnaire is the most widely used instrument for transformational leadership.

The original version of the MLQ was developed by Bass (1985), based on a series of interviews he and his associates conducted with senior executives in South-Africa.

MLQ is used to predict how transformational leadership relates to effectiveness. Bryman (1992) and Bass and Avolio have suggested that (1) Charisma and Motivation factors on the MLQ are mostly related to positive effects. (2) Individualized consideration, intellectual stimulation, and contingent reward are next most important factors. (3) Management by-exception, in its passive form, is positively related to outcomes while its active form negatively correlates with outcomes. As for Laissez-faire, it was found to be negatively correlated with effectiveness and organizational satisfaction.

3.5.2 Research Model

The MLQ, developed by Bass and Avolio (1992), supports the Full Range Leadership Model (FRLM) as theoretical base.

The conceived Model relates a full scale of influencing styles, ranging from 'non-leadership' to powerful transformational leadership behaviors.

The FRLM, shown in Figure 3.1 below, captures various types of behaviors that make a difference to outcomes for subordinates and associates of the Leader.

The above competencies are very necessary, in order to yield: **Satisfaction** in addition to **Extra effort** and **efficiency** on the part of subordinates and associates.

3.5.3 MLQ: Categorization and Scoring

As explained in section 3.4, the MLQ revolves around seven factors related to transformational leadership. The MLQ-Form 6S comprises 21 items, where each three point to one factor. This categorization is presented in table 3.3 below while the score range is summarized in table 3.4

Table 3.3 MLQ-Form 6S Categorization

Item	Factor	Leadership Category
1, 8 and 15	Idealized Influence (Factor 1)	Transformational
2, 9 and 16	Inspirational Motivation (Factor 2)	Transformational
3, 10 and 17	Intellectual Stimulation (Factor 3)	Transformational
4, 11 and 18	Individualized Consideration (Factor 4)	Transformational
5, 12 and 19	Contingent Reward (Factor 5)	Transactional
6, 13 and 20	Management by-exception (Factor 6)	Transactional
7, 14 and 21	Laissez-Faire (Factor 7)	Laissez-Faire

Thus, to obtain the score on one factor, the average of the respective items is calculated. Then, the frequency of display of Transformational, Transactional or Laissez-Faire would be computed as follows:

Frequency of Transformational Leadership= Average (II, IM, IS, IC)

Frequency of Transactional Leadership = Average (CR, MBE)

Frequency of Laissez-Faire= Average (LF)

The respondents have to choose an answer on a Likert scale from 0 to 5. The averages of the Leadership factor will consequently be somewhere in that interval. Table 3.4 below clarifies the scoring of MLQ-Form 6S:

Table 3.4 MLQ-Form 6S Scoring Range

Score	Valorization
0	Not At All
1	Once in a While
2	Sometimes
3	Fairly Often
4	Frequently, if not Always
5	Always

This computation method was advised by Lievens et.al (1997) following a research related to the identification of Transformational Leadership Qualities. It was claimed to be more appropriate for research than the other scoring method of MLQ-6S: add the values of the different items to come-up with the Factor Score without necessarily implying the dominance of one leadership style over the other. This method, it was said, was more appropriate for trainings rather.

3.5.4 Population and Sample

The population for the leadership survey consists of the Managers Alfa-Telecom Operator, Ericsson-Alfa's Telecom Main Vendor and BLOM-one the top Banks in Lebanon. Table 3.5 illustrates the Companies and the Managing Board Citizenship

Table 3.5 Surveyed Companies

Company	Managing Board
Alfa	Lebanese
BLOM	Lebanese
Ericsson	Lebanese

The telecom operators are known as hybrid companies: private management running a public sector. The telecom sector in Lebanon was made public after the 2004 legislations, preceded by a clash between the Lebanese authorities and the private companies running the first BOT (since 1994): FTML[France Telecom] and Libancell. Banque du Liban et d'Outre-Mer (BLOM) is a private bank.

A sample population was drawn from the sampling frame. The sampling frame consists of approximately 80 individuals.

To determine a proper sample size, the recommendation of Nesbary (2000) and Patten (2004) were reviewed. While Nesbary (2000) relates general population's reflection to sample size, Patten (2004) emphasizes on obtaining an unbiased sample as the main criterion for evaluating the sample efficiency and adequacy.

According to Patten (2004), the unbiased sample is the one where every member of the population has equal opportunities of being selected.

This is why; random sampling was used to select an unbiased sample population. Stratifying the random samples helps decrease the sampling errors induced by random sampling. This will in turn increase precision.

The population of leaders at the two institutions was divided into strata, reflected by table 3.6. According to Patten (2004), for stratified random sampling, the same percentage of participants is drawn from each stratum.

Table 3.6 Strata for Stratified Random Sampling

Managers at Alfa
Managers at BLOM
Managers at Ericsson

Krejcie and Morgan (1970) developed a table for determining the recommended sample size (S) given the population size (N). The same table was adopted by Patten (2004). This is the subject of table 3.7

Table 3.7 Determining Sample Size from a given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322

55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Thus, given the actual size of the leaders population at Alfa, BLOM and Ericsson, the sample size should be 66 individuals (N=80, S=66)

Table 3.8 details the managers' population distribution among the three companies:

Table 3.8 Managers' Population in the Surveyed Companies

Company	N
Alfa	40
BLOM	25
Ericsson	15

3.6 Followers Survey

3.6.1 Introduction

A very important aspect of the current study was to get the feedback of the “followers”.

Leader and Follower is a relative notation within a hierarchy. The same individual can hold both roles, and play them sometimes simultaneously.

However, for clarity purposes, it was decided to define follower as any individual who does not hold a managerial position, for the scope of this research.

The followers, hence, are at the base of the organizational pyramid- Alfa, BLOM and Ericsson hold a bureaucratic structure mainly. The direct business output is at many times instantaneously revealed by immediate actions, such as the below examples:

- speed of diagnosing and solving a customer complaints [Customer Care]
- rapid network troubleshooting and service restoration [Technical]
- product delivery [Sales]
- Corporate Banking
- Private Banking

When headed by an appropriate leader, given the proper support-not to say directives, adequate recognition and neat communication, the human being is capable of performing well. Add to that a good rewarding system, great performance will follow.

The good leader will know how to balance proper style and regulate his character and charisma output contingently with the situations and followers unstated requirements. The author of this paper believes that no single display of leadership styles is appropriate for all situations, though people might be driven from one state to another. If a leader can have such flexibility, he would

be capable of succeeding where others wouldn't have a clue. Here comes in the second and third research questions:

- Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables.
- Is the Behavioral Desirability dependent upon Managerial Leadership Style

That will be the object of the next survey: This survey is based on the Behavioral Desirability Scale, developed by Hendrix (2001).

The original questionnaire, used in the US-Air Force Academy study had 65 questions. It was adopted for this research to have only the business related questions, reducing it to 21 questions. The reduction took care of preserving all the factors measured by the BDS, to preserve the validity and reliability (discussed in section 3.9). The categorization and scoring will be discussed in section 3.6.2. The relation and linkage between Managerial Leadership Style and Behavioral Desirability will be interpreted in the Data Analysis Section (3.12)

3.6.2 Research Model

The Lickona Model (Figure 3.2 below), developed in 1991, has three dimensions: (1) Moral Knowing, (2) Moral Feeling and (3) Moral Action

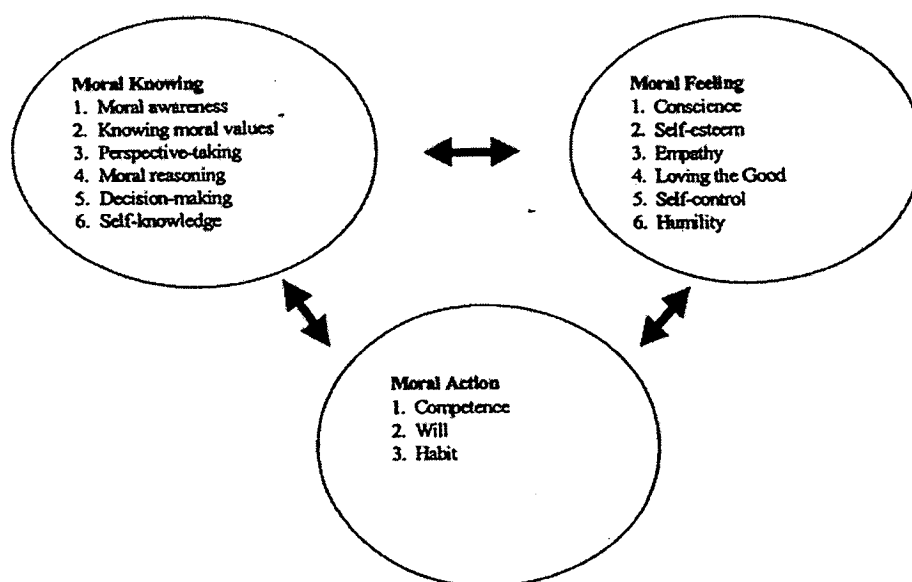


Figure 3.2: The Lickona Model (Hendrix et.al 2003)

The BDS Scale, used in this experiment, measures the moral knowing component. Moral Knowing has six attributes:

- Moral Awareness: ability to understand that a situation involves moral and judgment.
- Knowing moral values: knowing the moral values of honesty, fairness, tolerance, courtesy, self-discipline, integrity, kindness and compassion is necessary to make moral decisions.
- Perspective taking: putting oneself in the other's shoes by understanding their perspective and imagining how they feel, think and react
- Moral reasoning: understanding what it means to be moral as well as its importance.
- Decision making: ability to think one's way through a moral problem.
- Self-knowledge

3.6.3 BDS Scoring

The BDS lists a series of behaviors that relate to the twelve dimensions-mentioned in table 3.1. Subjects rate the extent to which they think certain behaviors are desirable on a scale ranging from 1-Extremely Undesirable to 9-Extremely Desirable. The scoring scale is shown through table 3.9

Table 3.9: BDS Scoring Scale

Score	Valorization
1	Extremely Undesirable
2	Very Undesirable
3	Moderately Undesirable
4	Slightly Undesirable
5	Neither
6	Slightly Desirable
7	Moderately Desirable
8	Very Desirable
9	Extremely Desirable

The BDS measures the Moral Knowing component of the Lickona Model. The original questionnaire's 65 questions measured twelve traits of character. These twelve traits were reduced to four factors by a factor analysis (Hendrix et.al 2003).

These factors are listed in Table 3.10, along with the traits contained in each factor.

Table 3.10 BDS Factors and their corresponding traits

BDS Factor	Traits
Selflessness (BDS1)	Selflessness Respectfulness Compassion Loyalty Cooperativeness
Integrity (BDS2)	Integrity Honesty
Competency (BDS3)	Competency Responsibility Fairness
Spiritual Appreciation (BDS4)	Spiritual Appreciation

The factors (BDS1 to BDS4) and their Traits (12 Traits) are exerted through items in the questionnaire. Each trait or group of traits had a different number of items' loading in the original questionnaire. When the total number of items was reduced from 65 to 21, the percentage reduction took into account the preservation of the same weight of items per trait of character, in order not to affect the validity or reliability of the original BDS.

Table 3.11, next, illustrates the BDS Factors, their relative Traits, and the items loading on each Trait in the current BDS-21 items

Table 3.11 Items Loading on BDS Factors and Traits

BDS Factor	Items Loading on Factor	Traits
Selflessness (BDS1)	1,2,3	Selflessness
	7	Respectfulness
	18,19	Compassion Loyalty Cooperativeness
Integrity (BDS2)	6,21	Integrity
	10,15,16,20	Honesty
Competency (BDS3)	4,5	Competency
	8	Responsibility
	11,13	Fairness
Spiritual Appreciation (BDS4)	9,12,14,17	Spiritual Appreciation

The respondents will answer thus, by assigning a score from 1 to 9 on each item. Each trait is computed by measuring the average of the items within, to come up with the final score. The total Behavioral Desirability index is calculated, afterwards, by computing the average of the four traits within (BDS1 to BDS4).

3.6.4 Population and Sample

The population for the followers' survey consists of the employees at the non-managerial position. There are around 460 employees at the three companies as such.

The stratified random sample can be used to select the individuals. The sample size according to Patten (2004), Krejcie and Morgan (1970) would be 210-as per table 3.7

The Employee population Effectives at Alfa, BLOM and Ericsson are provided through table 3.12

Table 3.12 Employee Populations

Company	N
Alfa	350
BLOM	85
Ericsson	25

3.7 Survey Procedures

The researcher decided to use a Web-Based survey for applying the measurement tools. A web site was developed holding both measurements instruments-MLQ and BDS:

<http://www.ndu-leadershipsurvey.com/Survey>

The Human Resource Department at each company was contacted. The purpose of the research was elaborated and the details needed were clarified. The surveyed individuals received each a mail containing an explanation of the purpose of the study and a link to the web site and the specific instrument:

- The Managers had a direct link to fill out the MLQ-Form 6S:

<http://www.ndu-leadershipsurvey.com/Survey/IntroManager.aspx>

- The Employees had a direct link for the adapted form of the BDS:

<http://www.ndu-leadershipsurvey.com/Survey/IntroEmployee.aspx>

The corresponding web page greeted the respondent. It contained thanking expressions for the time and assurance that the whole process is anonymous, respecting AAPOR ethical standards and should be a matter of 15-20 minutes maximum. The Web page explained the answering method-per instrument. Once the respondent finished, the answers were directed to a database, while the respondent was thanked again for the time and sincerity.

3.8 Ethical Issues

The AAPOR defines six ethical concerns to be considered when conducting surveys and dealing with respondents. Five were judged as relevant for this study:

- 1- Survey respondents or prospective respondents shall not be mislead, humiliate, endangered or harmed through any of the used practices or methods
- 2- Respondents' desires, not to answer specific survey questions, shall be respected, when expressed.
- 3- Participation in surveys is voluntary. A description of the research study will be provided to the selected persons. This description should be sufficient to allow the individuals to make a free and informed decision about their participation.
- 4- Survey will not misrepresent the research through conducting other activities (ex. Sales, Campaigns)
- 5- All information that could be used, alone or in combination with other information, to identify respondents will be held as confidential. This applies for the use of names of respondents or any other personally identifying information for non-research purposes, unless permission is granted.

The researcher also considered the following ethical issues related to web-based surveys:

- 1- No identifiable personal data will be collected.
- 2- No anonymous sensitive data will be collected.
- 3- No identifiable sensitive data will be collected.
- 4- Information including the intellectual property of another person is not tackled.
- 5- Public disclosure of data will not cause embarrassment, injury to reputation or affect the well-being of the respondent.

3.9 Validity and Reliability

The MLQ-Form 6S and the BDS are the two instruments used in this research. They are both referred to, from other researches that went in the same direction.

The validity of the instruments had been established as of: (1) Content, (2) Material, (3) Questions and Relations to the appropriate skill, (4) Accuracy, (5) Appropriateness, (6) Meaningfulness and Usefulness of inferences

It was also mentioned in section 3.6.3, that when reducing the BDS from 65 to 21 questions, the same percentage of items loading on each factor and trait of character was preserved in order not to affect validity or reliability. This was not the case of the MLQ-Form 6S, since the original form was used.

As for the reliability, it had also been established for the two instruments. Cronbach's alpha coefficient was used to determine reliability through pilot tests in the original experiments. Alpha coefficients are listed in the following two tables, 3.13 (MLQ-Form 6S) and 3.14 (BDS)

Table 3.13 MLQ Factors Reliability

Factor	Cronbach's Alpha
--------	------------------

Idealized Influence	0.76
Inspirational Motivation	0.79
Intellectual Stimulation	0.75
Individualized Consideration	0.73
Contingent Reward	0.72
Management by Exception	0.77
Laissez-Faire	0.75

Source (Brown, 2003)

Table 3.14 BDS Factors Reliability

BDS Factor	Cronbach's Alpha
Selflessness (BDS1)	0.94
Integrity (BDS2)	0.89
Competency (BDS3)	0.88
Spiritual Appreciation (BDS4)	0.88

Source (Hendrix et.al 2003)

3.10 Variables

The following sets of variables were identified in order to investigate the relationships between Managerial Leadership Style (MLS), Behavioral Desirability (BDS), Demographic Variables (DV) and Psychographic Variables (PV).

3.10.1 Dependent Variables

There were two dependent variables within the scope of this research: The Managerial Leadership Style and the Behavioral Desirability. Each carried differed items pertaining to different categories or factors. Behavioral Desirability information is elaborated in table 3.15

Table 3.15 Dependent Variable: BDS

BDS	Items
Selflessness (BDS1)	Selflessness
	Respectfulness
	Compassion
	Loyalty
	Cooperativeness
Integrity (BDS2)	Integrity
	Honesty
Competency (BDS3)	Competency
	Responsibility
	Fairness
Spiritual Appreciation (BDS4)	Spiritual Appreciation

Table 3.16 presents MLS categorization.

Table 3.16 Dependent Variable: MLS

Factor	Leadership Category
Idealized Influence (Factor 1)	Transformational
Inspirational Motivation (Factor 2)	Transformational
Intellectual Stimulation (Factor 3)	Transformational

Individualized Consideration (Factor 4)	Transformational
Contingent Reward (Factor 5)	Transactional
Management by-exception (Factor 6)	Transactional
Laissez-Faire (Factor 7)	Laissez-Faire

3.10.2 Independent Variables

Two types of independent variables were determined, as per the researcher, to condition the dependent variables output. The independent variables were related to Psychographic Factors and Demographic Factors.

While Demographic factors relate to Geography, gender, age and other non-individualized choices, Psychographic factors and segmentations refer to the approaches where the personal tastes, preferences and choices of the individual interfere.

The independent variables were referred to by five individual questions at the end of each questionnaire. The respondent had to indicate his/her:

- Area of Work (AW): included all the possible areas where respondents will be
- Gender (G): Male or Female
- Marital Status (MST): Single or Married
- Rank (R): Respondent's seniority
- Perspective on Career Advancement (ADV)

The details of the independent variables are illustrated in Table 3.15 here below.

Table 3.17 Independent Variables

Category	Name	Items
Demographic	Area of Work	Accounting Administration Commercial/Corporate Banking Communications Customer Care

		Financial Human Resource/Effectiveness IT Legal Logistics Multimedia Personal/Consumer Banking Private Banking Project Management R&D Retail Banking Sales/Marketing Strategy Technical Operations/Support Technical Design Treasury and Capital Markets Activities
Demographic	Gender	Male Female
Demographic	Rank	0-3 years 3-6 years More than 6 years
Psychographic	Marital Status	Married Single
Psychographic	Career Advancement	Going For Higher Studies Character Experience Performance All None

None was not included as such, and was coded as Luck instead in the surveys.

3.11 Hypotheses

This research is carrying three research questions, to which will answer three hypotheses. For clarity purposes, the research relations are illustrated in table 3.16

Table 3.18 Research Relations

Research Question	Hypothesis
1- Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables	H1: The Manager's Transformational Leadership Style is related to Psychographic Variables

2- Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables	H2: The Follower's Behavioral Desirability is affected by Demographic and Psychographic Variables
3- Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style	H3: Behavioral Desirability and Transformational Leadership are correlated

3.12 Data Collection and Analysis

The surveys were developed in a way to have only multiple choice answers, responded to through radio buttons to limit the answers around the model's variables. The online databases were dumped and exported to Excel in Comma Separated Form. Each database row corresponded to one survey responses, having each 26 rows:

- 21 BDS or MLQ items
- 5 individual questions pertaining to the independent variables.

A separate coding sheet was provided to identify the database rows coding with the wanted enumeration (such as 9 for maximum Desirability that was coded as ES9). Once retrieved, those fields were cleaned to keep up only digits for SPSS analysis. In this direction, SPSS 17.0 was used. The factor calculations whether in MLQ or BDS were done using Excel and exported to SPSS.

3.12.1 Main Effects and Interactions

The data were exported from Excel to SPSS 17.0. The cases were weighted by the frequency of the Area of Work Variable. Main Effects and Interactions, also known as Two-Way ANOVA in SPSS was used to correlated MLQ and BDS to their respective variables, predicted by Hypotheses 1 and 2 in an attempt to answer the first two research questions. The same was repeated when the Data Set was split among Area of Work, to compare functional groups. Main effects study the impact of independent variables on a dependent variable while interactions are

considered in the context of regression to consider if the independent variables interact with respect to the dependent variable. Such a method, also called factorial design, is useful when the dependent variable is mottled through the different levels of an independent variable (like a categorical variable). Main Effects were used by Hendrix et.al (2003) in their Character and Leadership assessment study. It will be used for the same purpose in the current research.

3.12.2 Linear Regression

MLQ will provide 7 factor outputs, corresponding to three different types of leadership: Transformational, transactional and Laissez Faire. The latter styles are computed by getting the average of the relative factors as per Lievens et.al. (1997). Since the objective of the third research question is to correlate Behavioral Desirability to Transformational Leadership style, the following will be done:

The three leadership style averages will be computed across each department and tabulated with vlookup in EXCEL for each employee given his department. This value will serve as new independent variable: the managerial leadership style where the employee or follower is operating. For the third hypothesis linking MLS to BDS it will be tested using Linear Regression, while the Data Set file is frequencies are weighted per Area of Work. Furthermore, an additional step would be to compare demographic and psychographic groups for a better visibility of the outcomes. Linear regression will quantify the relation between BDS and MLS and allow future predictions of it.

4 Data Analysis and Results

4.1 Introduction

The purpose of this study is to examine the following relationships: How do psychographic and demographic variables affect Managerial Leadership Style and Behavioral Desirability. Then, try to come up with a relation between Behavioral Desirability and Managerial Leadership Style.

This study consisted of two parts:

- Employees' Survey
- Managers' Survey

Both Surveys were administered online, as indicated in the previous chapter. The respondents were sent mass mails at Alfa and Ericsson. As for BLOM where, according to the HR department, most employees do not have internet access, the surveys were administered manually by the HR department itself and returned to the researcher in a sealed envelope.

The online database was exported to Excel. It contained the telecom sector results. The banking sector responses were manually filled in Excel. The factor results whether for BDS or MLQ were computed in Excel as per the instructions of the Survey designers, presented in Chapter 3.

Furthermore, when dealing with the MLQ, the departmental weighted averages were computed to come out with the Leadership figures per department.

The population, sample and response rates will be presented next. Then the data analysis process will be elaborated, followed by a summary of findings.

4.2 Population and Sample

4.2.1 Managers' Survey

The managers' population at the three surveyed companies consisted of around 80 individuals. With reference to Krejcie and Morgan's (1970) table of recommended sample sizes (n) for population (N) with finite sizes, adapted by Patten (2004), the sample size was determined to be 66 managers.

The population was divided into strata according to its institution. Stratified random sampling was used to ensure a correct representation of the population. In stratified random sampling, the

same percentage of participants is taken from each stratum. Accordingly 33% of the managers' population of each company was sent a mail containing the URL of the survey, on an individual basis. A total of 45 mails were sent at Alfa and Ericsson. The names were selected from the managers' name lists, using Excel RAND function:

INDEX(\$A:\$A,RANDBETWEEN(1,COUNTA(\$A:\$A)),1)

Meanwhile, at BLOM, the surveys were distributed in the Bank's Headquarter at Concorde area, Hamra by the HR personnel.

A total of 51 responses were returned, 4 out of which were unusable. The response rate was thus of 47 out of 66:71.21% which is more than optimum for this kind of survey, according to Bailey (1987) cited in Hager et.al (2003)

4.2.2 Employees' Survey

The employees' population consisted of around 460 eligible individuals distributed across the three companies (detailed in chapter 3). According to the same methods of Patten, the sample size was determined to be 210 persons. Also, since stratified random sampling was used in the employees' part as well, the same proportions of participants were used from each of the three companies. Consequently around 160 mails were sent to Alfa and Ericsson Employees using the selections of Excel's RAND function. Meanwhile the BLOM employees were directly addressed by their HR department.

The total response rate was 127 responses with one unusable survey, yielding thus 126 surveys. The response rate was of 60%, a figure that's acceptable with respect to Bailey's citations (1987)

Next, the data analysis process will be elaborated for both surveys.

4.3 Statistical Analysis-Managers' Survey

4.3.1 Data Analysis

The Data Analysis Plan for the Managers' Survey consists of two parts:

- Descriptive Analysis
- Main Effects and Interactions

The descriptive analysis will provide an illustration of the manager's demographic and psychographic figures. An overview of the questionnaire scoring will be reported as well according to the independent variables.

Then, Main Effects and Interactions will be gone through to explore the F-Values and P-Values of Managerial Leadership style with the psychographic independent variables as per Hypothesis 1: “Managerial Leadership Style in influenced by Psychographic Variables”

4.3.2 Demographic and Psychographic Descriptive Statistics for Managers

47 responses were obtained from the managerial population. There were 34 males (72.3%) and 13 females (27.7%) as per table 4.1 below:

Table 4.1 Gender Distribution for Managers

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	34	72.3	72.3	72.3
Female	13	27.7	27.7	100.0
Total	47	100.0	100.0	

There were 3 people from accounting (6.4%), 3 in Commercial/Corporate Banking (6.4%), 1 in Communications (2.1%), 3 in Customer Care (6.4%), 5 in Finance (10.6%), 4 in HR (8.5%), 6 in IT (12.8%), 1 in Legal (2.1%), 1 in Personal/Consumer Banking (2.1%), 2 in Project Management (4.3%), 4 in Sales/Marketing (8.5%), 2 in Strategy (4.3%), 9 in Operations (19.1%) and 3 in Design (6.4%). This is illustrated by Table 4.2

Table 4.2 Managers per Area of Work

Area of Work				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Accounting	3	6.4	6.4	6.4
Commercial/Corporate Banking	3	6.4	6.4	12.8
Communications	1	2.1	2.1	14.9
CC	3	6.4	6.4	21.3
Financial	5	10.6	10.6	31.9
HR	4	8.5	8.5	40.4
IT	6	12.8	12.8	53.2
Legal	1	2.1	2.1	55.3
Personal/Consumer Banking	1	2.1	2.1	57.4

Project Management	2	4.3	4.3	61.7
Sales/Marketing	4	8.5	8.5	70.2
Strategy	2	4.3	4.3	74.5
Operations/Support	9	19.1	19.1	93.6
Design	3	6.4	6.4	100.0
Total	47	100.0	100.0	

The majority of managers 41 out of 47 (87.2%) had more than 6 years' experience. There were 2 with experience between 0 to 3 years (4.3%) and 4 with 3 to 6 years' experience (8.5%). These results are the subject of Table 4.3

Table 4.3 Managers by Ranks

		Rank			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 years	2	4.3	4.3	4.3
	3-6 years	4	8.5	8.5	12.8
	more than 6 years	41	87.2	87.2	100.0
	Total	47	100.0	100.0	

Next are the psychographic variables represented by Career advancement perspective and marital status. Marriage was a dominant aspect among managers (80.9%) whereas the single consisted only 19.1%. That's the purpose of Table 4.4

Table 4.4 Marital Status among Managers

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	38	80.9	80.9	80.9
	Single	9	19.1	19.1	100.0
	Total	47	100.0	100.0	

The last independent variable to be considered and that represented the future perspective of the subjects was the career advancement variable. Most Managers (59.6%) believed that Going for Higher Studies, Character, Experience and Performance influenced the most for career advancement. Only 1 believed in importance of Going for Higher Studies (2.1%) alone, 7 in Character (14.9%), 10 in Performance (21.3%) and 1 in Luck (2.1%). Next are the Pie Charts for the above statistics.

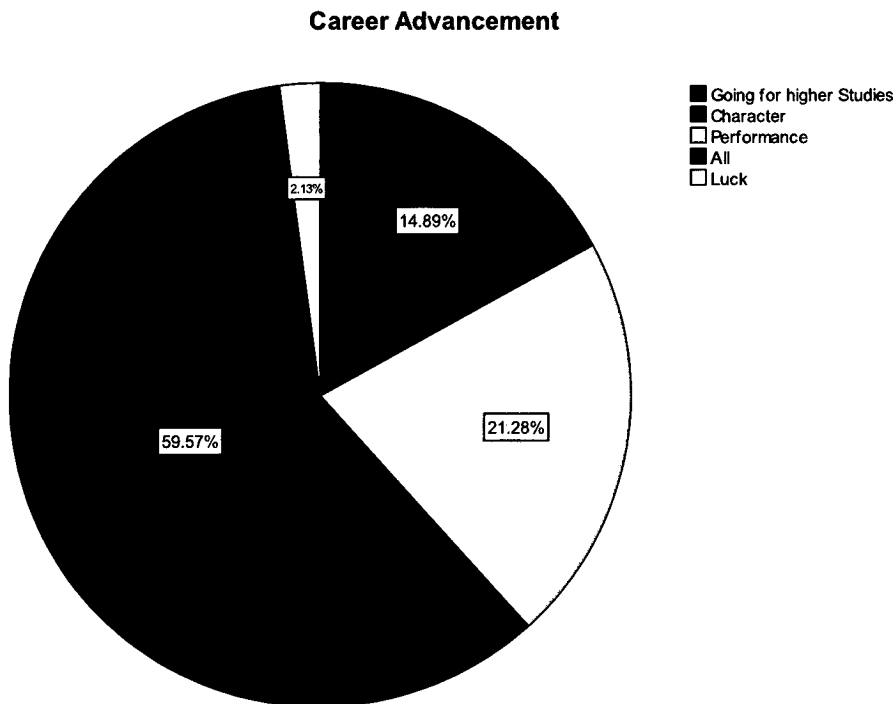


Figure 4.1 Managers' Career Advancement Perception

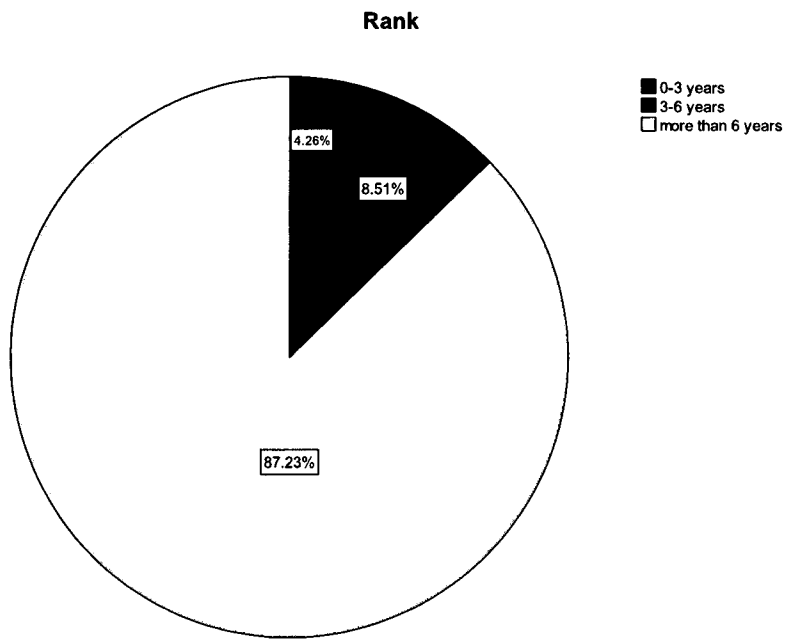


Figure 4.2 Managers by rank

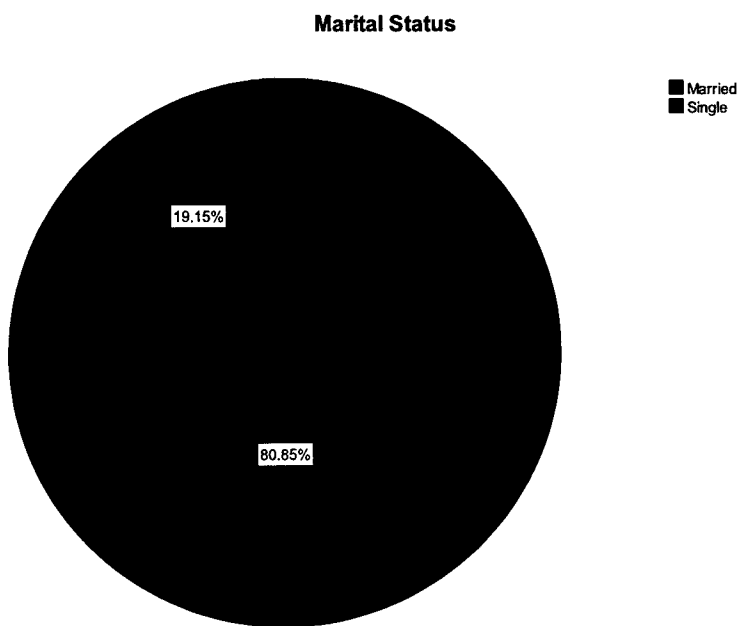


Figure 4.3 Managers by Marital Status

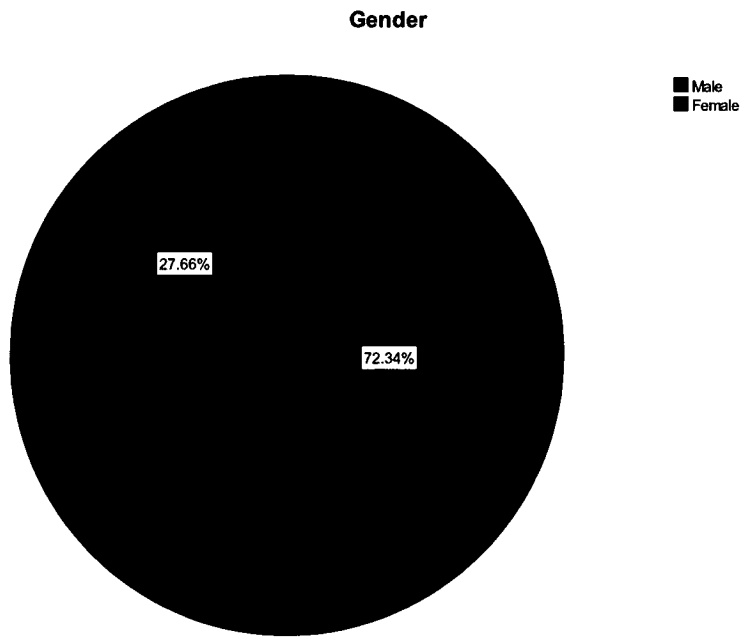


Figure 4.4 Managers' Population Genders

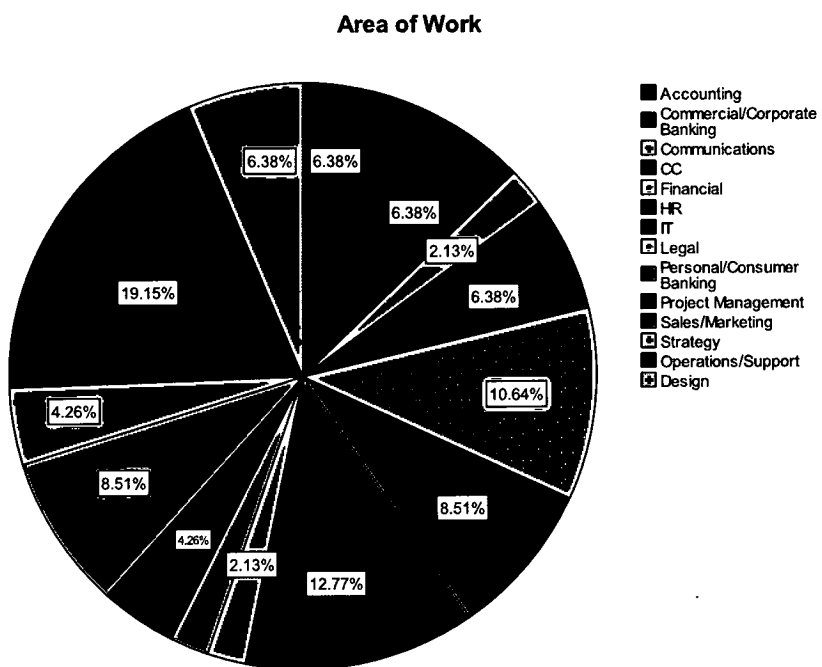


Figure 4.5 Managers' Area of Work Chart

Now, the managers' scores on the questionnaire factors will be presented. Table 4.5 will reveal the MLQ 21 items' scores on a 0 to 5 scale.

Table 4.5 MLQ Scores Table

Descriptive Statistics			
	N	Mean	Std. Deviation
Idealized influence	47	4.04	.806
Idealized influence	47	3.87	.679
Idealized influence	47	3.60	.948
Inspirational motivation	47	3.70	.749
Inspirational motivation	47	3.83	.670
Inspirational motivation	47	3.83	.789
Intellectual stimulation	47	3.68	.837
Intellectual stimulation	47	3.68	.695
Intellectual stimulation	47	3.49	.856
Individualized consideration	47	4.09	.830
Individualized consideration	47	3.91	.996
Individualized consideration	47	4.06	.818
Contingent Reward	47	3.60	1.097
Contingent Reward	47	4.04	.955
Contingent Reward	46	3.54	1.089
Management By Exception	47	4.34	.635
Management By Exception	47	2.36	1.342
Management By Exception	47	4.04	.751
Laissez-Faire	47	2.28	1.347
Laissez-Faire	47	1.87	.969
Laissez-Faire	46	2.57	1.259
Valid N (listwise)	45		

Meanwhile, table 4.6 is a summary of the 7 factors' scores (Idealized Influence, Intellectual Stimulation, Individualized Consideration, Inspirational Motivation, Contingent Reward, Management by Exception, Laissez-Faire) on a scale of 0 to 5. Each factor score was calculated as the average of the score of its' three related components.

Table 4.6 MLQ Factor Scores

Descriptive Statistics			
	N	Mean	Std. Deviation
Idealized Influence	47	3.8368794326	.55111805743
Inspirational Motivation	47	3.7872340426	.47865316237
Intellectual Stimulation	47	3.6170212766	.58968067761
Individualized Consideration	47	4.0212765957	.66450466581
Contingent Reward	47	3.7269503546	.66614611190
MBE	47	3.5815602837	.63879447566
LaissezFaire	47	2.2304964539	.89520541962
Valid N (listwise)	47		

To sum up the managers' descriptive statistics, table 4.7 shows the 3 Leadership Levels' scores as per the MLQ-Form 6S application

Table 4.7 Leadership Levels' scores

Descriptive Statistics			
	N	Mean	Std. Deviation
LaissezFaire	47	2.2304964539	.89520541962
Transformational	47	3.8156028369	.43299044755
Transactional	47	3.6542553191	.55494557418
Valid N (listwise)	47		

It can be noticed that Laissez-Faire is present in the sector to some extent. Transformational Leadership (2.230), though dominant (3.815 approaches the descriptive "sometimes if not always"), is closely followed by Transactional Leadership (3.654). In the next section, the relations between the variables shall be explored.

4.3.3 Trends and Relationship Comparisons: Main Effects and Interactions

As discussed in chapter 3, Main Effects and Interactions also known as Factorial ANOVA were used to study the relations between:

- the psychographic independent variables: Marital Status and Career Advancement Perspective both Categorical
- The dependent variable: Managerial Leadership style in its Transformational aspect. Managerial Leadership Style (MLS) is an interval variable.

A summary done by the University of Alabama (Leeper, 2000) re-emphasizes section 3.12 statements: when having 2 or more independent variables of categorical nature and a dependent variable of scale nature, the best measurement method is the Factorial ANOVA. This was aligned with the study's Literature Review part where Main Effects were used in similar experiments.

The current Factorial Design is a 6 x 2: Career Advancement has 6 levels and Marital Status 2.

There will be then 2 Main effects and one interaction: The main effect of Career advancement alone, that of Marital Status alone and the interaction between Career Advancement and Marital Status:

The SPSS 17.0 Data File was weighted using the Area of Work as frequency. Some departments might have been under-sampled, that's why, and weighing by frequency would remove any bias in sampling.

The following settings were used in SPSS to execute the Main Effects and Interactions test:

- Univariate General Linear Model
- Marital Status (MST) was plotted as a separate line (it has only 2 levels) against Career Advancement (ADV) which has 6 levels.
- Means were displayed for MST, ADV and MST*ADV
- Main Effects were compared. The main effects were compared and the interval adjustment was set to LSD: The maximum number of levels in each variable did not exceed 3.
- Confidence Interval: 95%
- The following Syntax was added to the whole: **COMPARE (MST)**
- please check statistical appendix for SPSS configuration

Adding the above syntax will force SPSS to do a Pairwise comparison on the interaction test level. Otherwise, SPSS on its own will not display any F-value or significance for the interaction

testing. Researchers would have to do further t-tests afterwards. It is not the case in this experiment, where SPSS was programmed to have the interaction comparisons from one run.

4.3.3.1 Main Effects and Interactions: Entire Managerial Population

The first run of the statistical test was for the whole data set, measuring the effect of the two psychographic variables (MST and ADV) on Transformational Leadership level (TRA).

The test showed a main effect of Career advancement perspective on the Transformational leadership style level at the 95% confidence interval. The Levene's test showed homogeneity of Variances for this experiment: meaning that there was no statistical significance for the difference in sample sizes, and that the larger standard deviations were associated with the larger samples. This is put in evidence through table 4.8:

Table 4.8: Homogeneity of Variances Levene's test

Descriptive Statistics

Dependent Variable: Transformational

Marital Status Career Advancement		Mean	Std. Deviation	N
Married	Going for higher Studies	2.4166666670E0		1
	Character	3.7976190476E0	.35309	7
	Performance	3.6666666666E0	.35355	8
	All	3.8928571429E0	.38653	21
	Luck	3.4166666670E0		1
	Total	3.7763157895E0	.43414	38
Single	Performance	4.2083333335E0	.41248	2
	All	3.9166666669E0	.41667	7
	Total	3.9814814817E0	.40990	9
Total	Going for higher Studies	2.4166666670E0		1
	Character	3.7976190476E0	.35309	7
	Performance	3.7750000000E0	.41023	10
	All	3.8988095239E0	.38647	28
	Luck	3.4166666670E0		1
	Total	3.8156028369E0	.43299	47

Levene's Test of Equality of Error Variances^a

Dependent Variable: Transformational

F	df1	df2	Sig.
.546	6	40	.770

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + MST + ADV + MST * ADV

Table 4.8 clearly demonstrates that as per the Levene's test, the significance of sample sizes did not have any implications (Significance=0.770).

Next, the summary of main effects and interactions will be presented:

- Main Effect of MST:

Table 4.9: Main Effect of MST on TRA

Pairwise Comparisons

Dependent Variable: Transformational

(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
					Lower Bound	Upper Bound
Married	Single	-.624 ^a	.192	.002	-1.013	-.236
Single	Married	.624 ^c	.192	.002	.236	1.013

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

a. An estimate of the modified population marginal mean (J).

b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

c. An estimate of the modified population marginal mean (I).

Univariate Tests

Dependent Variable: Transformational

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	1.539	1	1.539	10.572	.002	.209
Error	5.823	40	.146			

The F tests the effect of Marital Status. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

Table 4.9 showed that the difference of means for Transformational Leadership when comparing marital status was significant: p -value=0.002. The representativeness of this model affects 20.9% of the population (Partial Eta Squared=.209)

- Main Effect of ADV:

The outcomes of Main Effect of Career Advancement perspective with respect to Transformational Leadership is the subject of Table 4.10:

Table 4.10: ADV effect on TRA

Pairwise Comparisons

Dependent Variable: Transformational

(I) Career Advancement	(J) Career Advancement	Mean Difference (I-J)	Std. Error	Sig. ^c	95% Confidence Interval for Difference ^c	
					Lower Bound	Upper Bound
Going for higher Studies	Character	-1.381 ^{a,b}	.408	.002	-2.205	-.557
	Performance	-1.521 ^a	.410	.001	-2.350	-.692
	All	-1.488 ^a	.391	.000	-2.277	-.699
	Luck	-1.000 ^{a,b}	.540	.071	-2.091	.091
Character	Going for higher Studies	1.381 ^{a,b}	.408	.002	.557	2.205
	Performance	-.140 ^a	.209	.506	-.562	.282
	All	-.107 ^a	.167	.524	-.444	.229
	Luck	.381 ^{a,b}	.408	.356	-.443	1.205
Performance	Going for higher Studies	1.521 ^b	.410	.001	.692	2.350
	Character	.140 ^b	.209	.506	-.282	.562
	All	.033	.172	.850	-.315	.381
	Luck	.521 ^b	.410	.212	-.308	1.350
All	Going for higher Studies	1.488 ^b	.391	.000	.699	2.277
	Character	.107 ^b	.167	.524	-.229	.444
	Performance	-.033	.172	.850	-.381	.315
	Luck	.488 ^b	.391	.219	-.301	1.277

Luck	Going for higher Studies	1.000 ^{a,b}	.540	.071		-0.091	2.091
	Character	-.381 ^{a,b}	.408	.356		-1.205	.443
	Performance	-.521 ^a	.410	.212		-1.350	.308
	All	-.488 ^a	.391	.219		-1.277	.301

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

a. An estimate of the modified population marginal mean (I).

b. An estimate of the modified population marginal mean (J).

c. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

Univariate Tests

Dependent Variable: Transformational

	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	2.366	4	.591	4.063	.007	.289
Error	5.823	40	.146			

The F tests the effect of Career Advancement. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

Table 4.10 gives evidence for the following:

- ADV has a significant effect on TRA
- The difference in TRA means was significant between the following groups:
 - o Believers in going for higher studies and character: p-value=0.002
 - o Believers in going for higher studies and performance: p-value=0.001
 - o Believers in going for higher studies and All factors except luck: p-value<0.00
 - o The model showed a representativeness of 28.9% and a p-value of 0.007

- MST*ADV Interaction with TRA:

There was no statistical significance for the MST*ADV interaction on TRA at the 95% confidence interval but rather at 90%. If the latter is adopted, the representativeness would be of 7.5%: this is revealed in table 4.11:

Table 4.11 MST*ADV Interactions

Pairwise Comparisons

Dependent Variable: Transformational

Career Advancement	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
						Lower Bound	Upper Bound
Going for higher Studies	Married	Single	. ^a				
	Single	Married	. ^c				
Character	Married	Single	. ^a				
	Single	Married	. ^c				
Performance	Married	Single	-.542	.302	.080	-1.151	.068
	Single	Married	.542	.302	.080	-.068	1.151
All	Married	Single	-.024	.167	.887	-.360	.313
	Single	Married	.024	.167	.887	-.313	.360
Luck	Married	Single	. ^a				
	Single	Married	. ^c				

Based on estimated marginal means

- a. The level combination of factors in (J) is not observed.
b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).
c. The level combination of factors in (I) is not observed.

Univariate Tests

Dependent Variable: Transformational

Career Advancement		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Going for higher Studies	Contrast	.000	0				.000
	Error	5.823	40	.146			
Character	Contrast	.000	0				.000
	Error	5.823	40	.146			
Performance	Contrast	.469	1	.469	3.225	.080	.075
	Error	5.823	40	.146			
All	Contrast	.003	1	.003	.020	.887	.001
	Error	5.823	40	.146			
Luck	Contrast	.000	0				.000
	Error	5.823	40	.146			

Univariate Tests

Dependent Variable: Transformational

Career Advancement		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Going for higher Studies	Contrast	.000	0000
	Error	5.823	40	.146			
Character	Contrast	.000	0000
	Error	5.823	40	.146			
Performance	Contrast	.469	1	.469	3.225	.080	.075
	Error	5.823	40	.146			
All	Contrast	.003	1	.003	.020	.887	.001
	Error	5.823	40	.146			
Luck	Contrast	.000	0000
	Error	5.823	40	.146			

Each F tests the simple effects of Marital Status within each level combination of the other effects shown. These tests are based on the estimable linearly independent pairwise comparisons among the estimated marginal means.

To better illustrate the effect of interaction, Figure 4.6 was used:

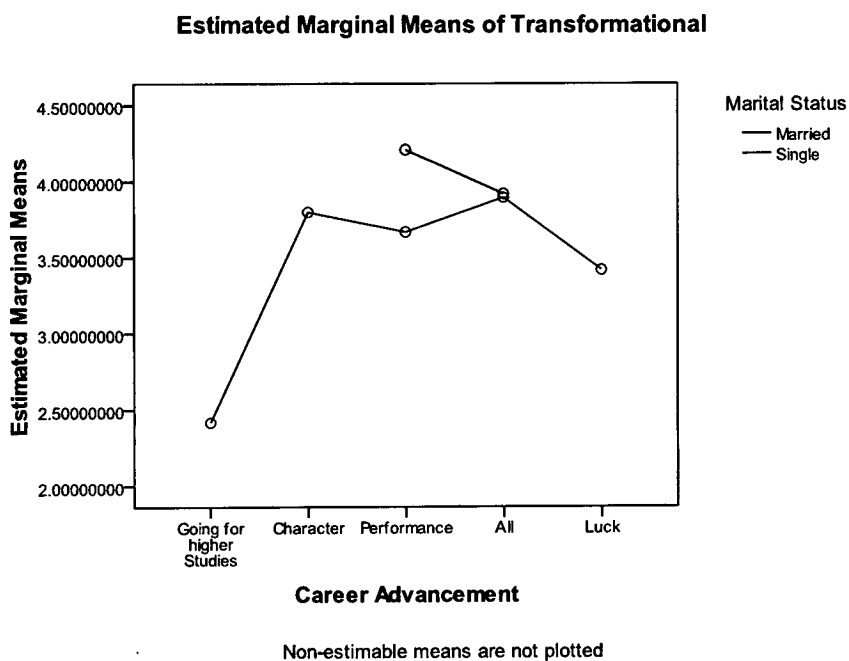


Figure 4.6: MST*ADV Interaction Plot

Figure 4.6 signals a mean difference between believers in performance and that are either married or single. Yet, according to Table 4.11, this difference is not significant at the 5% level.

4.3.3.2 Main Effects and Interactions: Departmental Analysis

An additional step to explore the managerial population was to study the functional groups. Thus, the Data Set was split according to Area of Work, to consider the effects of the independent variable on the Leadership level within the same department

One should note that no results will be computed in departments where the variable had only one level: For instance a department where all individuals are single. The next tables reveal the Factorial ANOVA results on the managerial population leadership levels.

Following is a summary of the Main Effects and Interactions outcomes (please check statistical appendix for the whole test between subjects table):

- - the effect of Marital Status on Transformational Leadership Score is significant for the following areas of work:
 - Customer Care: Variability explained by MST was at 64.5% (Partial-Eta squared). The F-value was $F(1,13)=23.593$, $p<0.00$
 - Human Resources: Variability explained in Leadership level was 72.1%. $F(1,25)=64.646$, $p<0.00$
 - IT: Variability explained was 25.5%. $F(1,44)=15.086$, $p<0.00$
 - Operations and Support: Variability explained was 10.7% and $F(1,167)=20.049$, $p<0.00$

Tables 4.12 and 4.13 illustrate the above findings. Table 4.12 shows the pairwise comparisons for mean levels and their significance. Table 4.13 reports the univariate tests and F-values:

Table 4.12 MST and Transformational Leadership Estimated Marginal Means Pairwise Comparisons

Pairwise Comparisons^d

Dependent Variable: Transformational

Area of Work	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
						Lower Bound	Upper Bound
CC	Married	Single	.292 [*]	.060	.000	.162	.421
	Single	Married	-.292 [*]	.060	.000	-.421	-.162

HR	Married	Single	-.667 ^{a,b}	.083	.000	-.837	-.496
	Single	Married	.667 ^{a,c}	.083	.000	.496	.837
IT	Married	Single	-.167 ^a	.043	.000	-.253	-.080
	Single	Married	.167 ^a	.043	.000	.080	.253
Strategy	Married	Single	-.833	.000		-.833	-.833
	Single	Married	.833	.000		.833	.833
Operations/Support	Married	Single	-.271 ^{a,c}	.060	.000	-.390	-.151
	Single	Married	.271 ^{a,b}	.060	.000	.151	.390

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

b. An estimate of the modified population marginal mean (I).

c. An estimate of the modified population marginal mean (J).

d. This pairwise comparison table cannot be constructed because Marital Status, the factor being compared, has one level.

The following can be read from table 4.12:

- There are 4 departmental areas where Marital Status affects Transformational Leadership frequency of Display in the current study: Customer Care/HR/IT/Operations
- Being Married in Customer Care department affected positively the display of Transformational Leadership (0.292 points higher than single on average)
- In HR, IT and Operations the opposite applies:
 - HR: Singles scored 0.667 points higher
 - IT: Singles scored 0.167 points higher
 - Operations and Support Singles scored 0.271 points more.

Table 4.13 Univariate Tests for MST and Transformational Leadership

Univariate Tests

Dependent Variable: Transformational

Area of Work		Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Accounting	Contrast	.000	0				
	Error	.000	0				

Commercial/Corporate Banking	Contrast	.000	0				.000
	Error	.042	7	.006			
Communications	Contrast	.000	0				
	Error	.000	3	.000			
CC	Contrast	.284	1	.284	23.593	.000	.645
	Error	.156	13	.012			
Financial	Contrast	.000	0				.000
	Error	1.083	27	.040			
HR	Contrast	2.263	1	2.263	64.646	.000	.721
	Error	.875	25	.035			
IT	Contrast	.267	1	.267	15.086	.000	.255
	Error	.778	44	.018			
Legal	Contrast	.000	0				
	Error	.000	8	.000			
Personal/Consumer Banking	Contrast	.000	0				
	Error	.000	11	.000			
Project Management	Contrast	.000	0				.000
	Error	4.861	27	.180			
Sales/Marketing	Contrast	.000	0				.000
	Error	.236	65	.004			
Strategy	Contrast	6.250	1	6.250			1.000
	Error	.000	34	.000			
Operations/Support	Contrast	1.224	1	1.224	20.049	.000	.107
	Error	10.193	167	.061			
Design	Contrast	.000	0				.000
	Error	1.204	59	.020			

The F tests the effect of Marital Status. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

Table 4.13 findings were related right after Table 4.12. Next, the main effect of Career Advancement perspective on Transformational Leadership presence is considered. Table 4.14 is a display of the mean differences between the career perspectives and Leadership Level.

Table 4.14 ADV Mean Difference Impact on Transformational Leadership
Pairwise Comparisons^d

Dependent Variable: Transformational

Area of Work	(I) Career Advancement	(J) Career Advancement	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
						Lower Bound	Upper Bound
Accounting	Character	Performance	.333				
		All	-.417				
	Performance	Character	-.333				
		All	-.750				
All	Character	.417					
	Performance	.750					
Commercial/Corporate Banking	All	Luck	.583 [*]	.055	.000	.454	.712
	Luck	All	-.583 [*]	.055	.000	-.712	-.454
Financial	Performance	All	.917 [*]	.094	.000	.723	1.110
		Going for higher Studies	2.000 [*]	.116	.000	1.763	2.237
	All	Performance	-.917 [*]	.094	.000	-1.110	-.723
		Going for higher Studies	1.083 [*]	.094	.000	.890	1.277
	Going for higher Studies	Performance	-2.000 [*]	.116	.000	-2.237	-1.763
		All	-1.083 [*]	.094	.000	-1.277	-.890
HR	Performance	All	.958 ^{*b}	.083	.000	.788	1.129
	All	Performance	-.958 ^{*c}	.083	.000	-1.129	-.788
IT	Performance	All	5.551E-16	.043	1.000	-.086	.086
	All	Performance	-5.551E-16	.043	1.000	-.086	.086
Sales/Marketing	Character	Performance	5.000E-10	.018	1.000	-.036	.036
		All	-8.359E-16	.021	1.000	-.041	.041
	Performance	Character	-5.000E-10	.018	1.000	-.036	.036
		All	-5.000E-10	.018	1.000	-.036	.036
	All	Character	8.359E-16	.021	1.000	-.041	.041
		Performance	5.000E-10	.018	1.000	-.036	.036

Operations/Support	Character	Performance	.021 ^{b,c}	.049	.672	-.076	.118
		All	.021 ^b	.045	.643	-.068	.109
	Performance	Character	-.021 ^{b,c}	.049	.672	-.118	.076
		All	-5.000E-10 ^b	.053	1.000	-.105	.105
	All	Character	-.021 ^c	.045	.643	-.109	.068
		Performance	5.000E-10 ^c	.053	1.000	-.105	.105

Based on estimated marginal means

a. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

*. The mean difference is significant at the .05 level.

b. An estimate of the modified population marginal mean (I).

c. An estimate of the modified population marginal mean (J).

d. This pairwise comparison table cannot be constructed because Career Advancement, the factor being compared, has one level.

Table 4.14 demonstrates the following:

- Corporate Banking: People who believed that Career advancement is affected by All factors except luck (i.e. Education, Experience, Performance and Character) scored 0.583 points more on average than those who believed luck could carry them up in their career
- Financial:
 - Performance: People who believed mostly in performance scored on average 0.917 points more than those who believed in All factors except luck and 2 points more than those who believed that going for higher studies will take them up.
 - All: Those scored higher by 1.083 points than the ones who believed in Going for higher studies mostly
- HR: People who believed that Performance matters most for career advancement scored 0.958 points more than individuals who believed in All factors except luck.
- IT/Sales&Marketing/Operations&Support: There is no significance in the transformational leadership score mean differences among people with different beliefs for career advancement. Next Table 4.15 will be used to reveal the F-Values.

Table 4.15 Univariate Analysis for ADV and Transformational Leadership

Univariate Tests

Dependent Variable: Transformational

Area of Work		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Accounting	Contrast	.282	2	.141			1.000
	Error	.000	0				
Commercial/Corporate Banking	Contrast	.681	- 1	.681	114.333	.000	.942
	Error	.042	7	.006			
Communications	Contrast	.000	0				
	Error	.000	3	.000			
CC	Contrast	.000	0				.000
	Error	.156	13	.012			
Financial	Contrast	12.050	2	6.025	150.162	.000	.918
	Error	1.083	27	.040			
HR	Contrast	4.676	1	4.676	133.586	.000	.842
	Error	.875	25	.035			
IT	Contrast	2.958E-30	1	2.958E-30	.000	1.000	.000
	Error	.778	44	.018			
Legal	Contrast	.000	0				
	Error	.000	8	.000			
Personal/Consumer Banking	Contrast	.000	0				
	Error	.000	11	.000			
Project Management	Contrast	.000	0				.000
	Error	4.861	27	.180			
Sales/Marketing	Contrast	4.250E-18	2	2.125E-18	.000	1.000	.000
	Error	.236	65	.004			
Strategy	Contrast	.000	0				
	Error	.000	34	.000			
Operations/Support	Contrast	.018	2	.009	.146	.865	.002
	Error	10.193	167	.061			
Design	Contrast	.000	0				.000
	Error	1.204	59	.020			

The F tests the effect of Career Advancement. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

F-values extraction:

- Corporate/Commercial Banking: $F(1,7)=114.33, p<0.00$. Variability explained: 94.2%
- Financial: $F(2,27)=150.162, p<0.00$. Variability explained: 91.8%
- HR: $F(1,25)=133.586, p<0.00$. Variability explained: 84.2%

The last part of the Experiment on the Managerial Population consisted of the interaction. The interaction is the combined effect of Marital Status and Career Advancement Perspective on the Transformational Leadership level. Table 4.16 is a representation of the Pairwise comparisons for mean differences between a given Career advancement perspective and marital status. It should be noted that as per the SPSS configuration, the comparison in Interaction was performed on the basis of Marital Status.

Table 4.16 MST and ADV Interaction wrt. Transformational Leadership

Pairwise Comparisons^d

Dependent Variable: Transformational

Area of Work	Career Advancement	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
							Lower Bound	Upper Bound
CC	All	Married	Single	.292 [*]	.060	.000	.162	.421
		Single	Married	-.292 [*]	.060	.000	-.421	-.162
HR	All	Married	Single	-.250 [*]	.087	.008	-.428	-.072
		Single	Married	.250 [*]	.087	.008	.072	.428
	Performance	Married	Single	^b				
		Single	Married	^c				
IT	All	Married	Single	.083	.054	.132	-.026	.193
		Single	Married	-.083	.054	.132	-.193	.026
	Performance	Married	Single	-.417 [*]	.066	.000	-.551	-.283
		Single	Married	.417 [*]	.066	.000	.283	.551
Strategy	All	Married	Single	-.833	.000		-.833	-.833
		Single	Married	.833	.000		.833	.833

Operations/Support All	Married	Single	-.417 ^a	.069	.000	-.554	-.280
	Single	Married	.417 ^a	.069	.000	.280	.554
Performance	Married	Single	. ^c
	Single	Married	. ^b
Character	Married	Single	. ^c
	Single	Married	. ^b

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

a. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

b. The level combination of factors in (I) is not observed.

c. The level combination of factors in (J) is not observed.

d. This pairwise comparison table cannot be constructed because Marital Status, the factor being compared, has one level.

Table-4.16 gives evidence for the following:

- Customer Care: Married Individuals and believing in All Factors except luck mattering for career advancement scored 0.292 points higher on average for Transformational Leadership
- HR: Single Individuals and believing in All Factors except luck scored 0.250 points higher
- IT: Single Persons believing in Performance scored 0.417 more on Transformational Leadership
- Operations and Support: Single respondents believing in All factors scored 0.417 more points on average

Table 4.17 is used to share the F and p values in the areas of significance.

Table 4.17 Univariate Analysis for Interaction between MST*ADV and Transformational Leadership

Univariate Tests

Dependent Variable: Transformational

Area of Work	Career Advancement		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Accounting	Character	Contrast	.000	0
		Error	.000	0
	Performance	Contrast	.000	0

		Error	.000	0				
	All	Contrast	.000	0				
		Error	.000	0				
Commercial/Corporate Banking	All	Contrast	.000	0				.000
		Error	.042	7	.006			
	Luck	Contrast	.000	0				.000
		Error	.042	7	.006			
Communications	All	Contrast	.000	0				
		Error	.000	3	.000			
CC	All	Contrast	.284	1	.284	23.593	.000	.645
		Error	.156	13	.012			
Financial	Performance	Contrast	.000	0				.000
		Error	1.083	27	.040			
	All	Contrast	.000	0				.000
		Error	1.083	27	.040			
	Going for higher Studies	Contrast	.000	0				.000
		Error	1.083	27	.040			
HR	Performance	Contrast	.000	0				.000
		Error	.875	25	.035			
	All	Contrast	.292	1	.292	8.333	.008	.250
		Error	.875	25	.035			
IT	Performance	Contrast	.694	1	.694	39.286	.000	.472
		Error	.778	44	.018			
	All	Contrast	.042	1	.042	2.357	.132	.051
		Error	.778	44	.018			
Legal	Character	Contrast	.000	0				
		Error	.000	8	.000			
Personal/Consumer Banking Performance		Contrast	.000	0				
		Error	.000	11	.000			
Project Management	All	Contrast	.000	0				.000
		Error	4.861	27	.180			
Sales/Marketing	Character	Contrast	.000	0				.000
		Error	.236	65	.004			
	Performance	Contrast	.000	0				.000

		Error	.236	65	.004			
	All	Contrast	.000	0				.000
		Error	.236	65	.004			
Strategy	All	Contrast	6.250	1	6.250			1.000
		Error	.000	34	.000			
Operations/Support	Character	Contrast	.000	0				.000
		Error	10.193	167	.061			
	Performance	Contrast	.000	0				.000
		Error	10.193	167	.061			
	All	Contrast	2.199	1	2.199	36.030	.000	.177
		Error	10.193	167	.061			
Design	All	Contrast	.000	0				.000
		Error	1.204	59	.020			

Each F tests the simple effects of Marital Status within each level combination of the other effects shown. These tests are based on the linearly independent pairwise comparisons among the estimated marginal means.

As per table 4.17, the following can be deduced (taking into account Table 4.12 findings and the same areas):

- Customer Care: $F(1,13)=23.593$, $p<0.00$. 64.5% of the Variance was explained by this relation.
- HR: $F(1,25)=8.333$, $p=0.008$. 25% of the Variance can be explained
- IT: $F(1,44)=39.286$, $p<0.00$. 47.2% of the Variance is explained.
- Operations and Support: $F(1,167)=36.030$, $p<0.00$. 17.7% of the Variance is explained by the interaction

Next, the employees' survey and experiments will be presented in detail.

4.4 Statistical Analysis-Employees' Survey

4.4.1 Data Analysis

The data analysis plan of the employees' population consists of two parts:

- Descriptive statistics: revealing evidence of gender, area of work, experience and career advancement perspective of the respondents.

- Relational statistics: that will correlate the above mentioned independent variables to the Behavioral desirability of employees as per the suggestion of Hypothesis 2: “Employees behavioral desirability is affected by psychographic and demographic variables”. This part of experimentation will be split into two parts: one that considers the population as a whole and another that considers the functional groups.

4.4.2 Demographic and Psychographic Descriptive Statistics for Employees

126 responses were obtained from the employees’ survey. The responses came from different areas of work among the 21 possible enlisted in the questionnaire. Those are summarized in table 4.18

Table 4.18 Employee Respondents per Area of Work

	Area of Work			
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Accounting	5	4.0	4.0	4.0
Administration	4	3.2	3.2	7.1
Commercial/Corporate Banking	8	6.3	6.3	13.5
Communications	11	8.7	8.7	22.2
CC	9	7.1	7.1	29.4
Financial	7	5.6	5.6	34.9
HR	8	6.3	6.3	41.3
IT	22	17.5	17.5	58.7
Legal	1	.8	.8	59.5
Personal/Consumer Banking	1	.8	.8	60.3
Project Management	5	4.0	4.0	64.3
Sales/Marketing	10	7.9	7.9	72.2
Strategy	3	2.4	2.4	74.6
Operations/Support	23	18.3	18.3	92.9
Design	9	7.1	7.1	100.0
Total	126	100.0	100.0	

It can be noticed that the response sizes from different areas are unequal: this is mainly due to the department size on the one hand and sometimes having the same department across different

companies on the other: Operations/Support is for instance common between Alfa and Ericsson. IT department is common for Alfa and BLOM

The effect of this difference in response sizes across areas will be accounted for by the weighted of case using area of work as frequency variable.

The gender distribution was close enough as there were 66 (52.4%) male respondents and 60 (47.6%) female respondents as per table 4.19 below:

Table 4.19: Employees by Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	52.4	52.4	52.4
	Female	60	47.6	47.6	100.0
	Total	126	100.0	100.0	

As for Marital Status, 31.7% of the responding individuals were married, while 68.3% were single.

Table 4.20: Marital Status of Employees

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	40	31.7	31.7	31.7
	Single	86	68.3	68.3	100.0
	Total	126	100.0	100.0	

Table 4.20 shows the rank distribution: there were 46 employees that were in their first three years of experience. 54 were in their 4th till 6th year and 26 had already spent more than 6 years working.

Table 4.21 Employees' by Years of Experience

		Rank			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 years	46	36.5	36.5	36.5

3-6 years	54	42.9	42.9	79.4
more than 6 years	26	20.6	20.6	100.0
Total	126	100.0	100.0	

The last independent variable to consider in the descriptive statistics part is the Career Advancement Perspective. The vast majority of employees 77 (61.1%) believed that All Factors except luck (character, experience, performance and higher education) contributed equally to the career advancement. 13.5% (17 individuals) believed that luck was the most influencing factor. 11 believed in performance alone, 11 in character alone and 5 in going for higher studies or experience respectively. This is the subject of Table 4.22

Table 4.22: Employees' Career Advancement Perspective

Career Advancement				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Going for higher Studies	5	4.0	4.0	4.0
Character	11	8.7	8.7	12.7
Experience	5	4.0	4.0	16.7
Performance	11	8.7	8.7	25.4
All	77	61.1	61.1	86.5
Luck	17	13.5	13.5	100.0
Total	126	100.0	100.0	

The following pie-charts will better illustrate the demographic and psychographic distributions of the respondents:

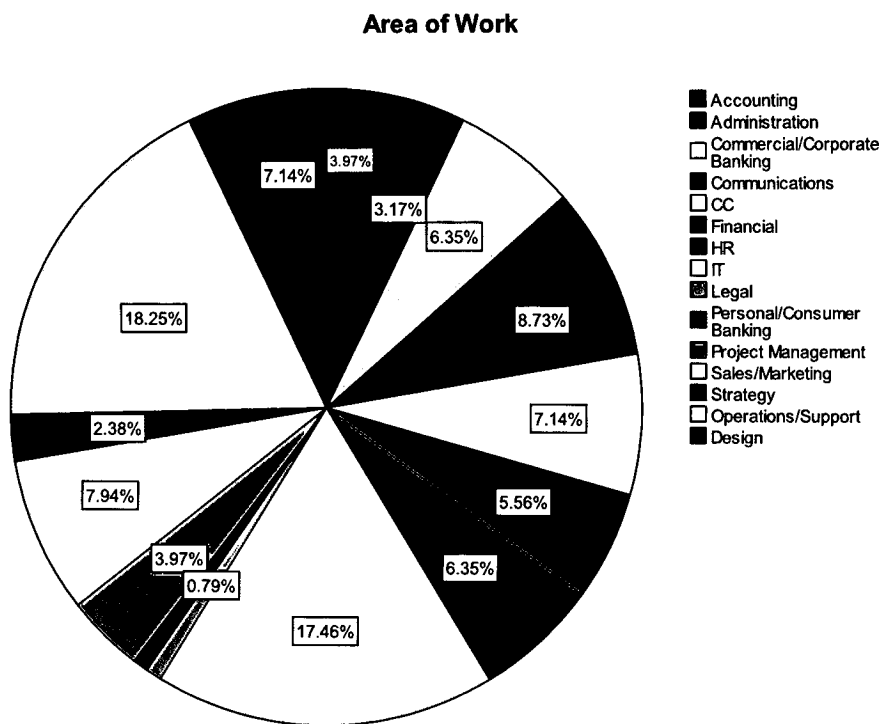


Figure 4.7 Employees by Area of Work

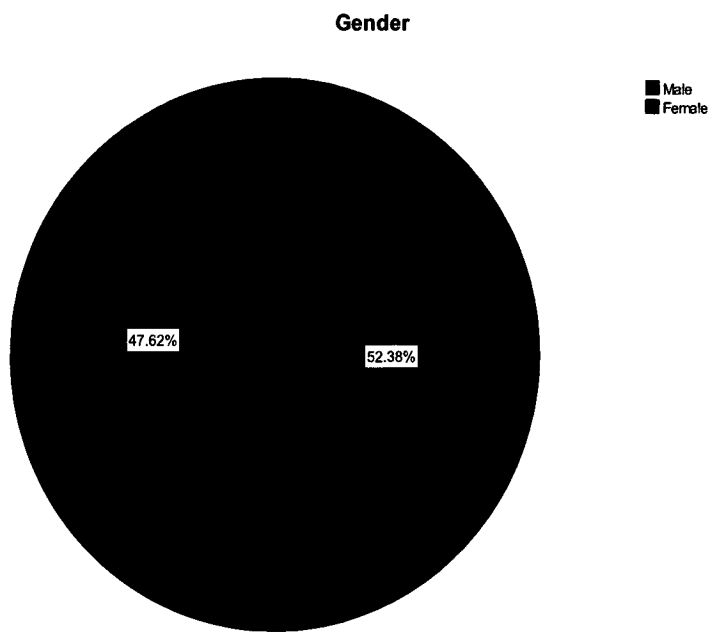


Figure 4.8 Employees by Gender

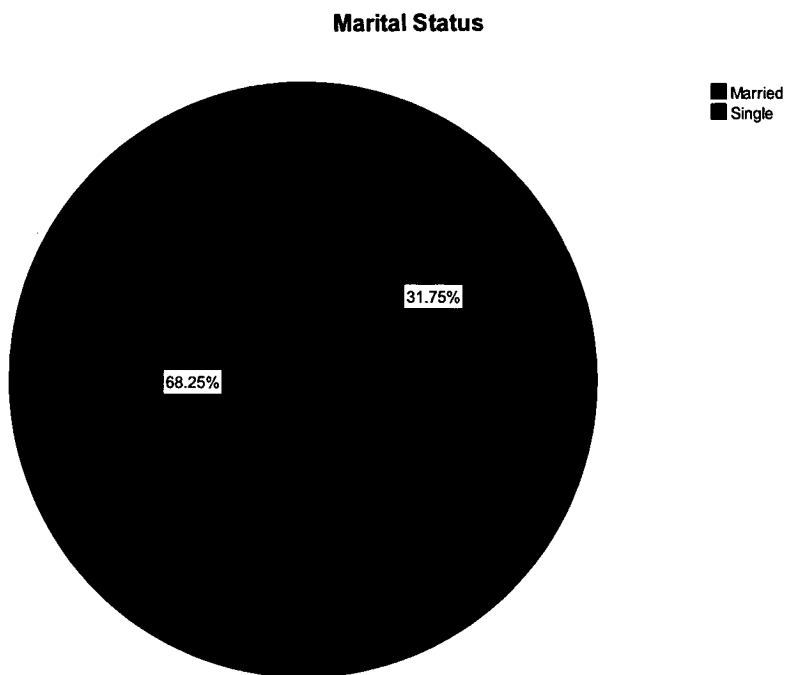


Figure 4.9 Marital Statuses of Employee Respondents

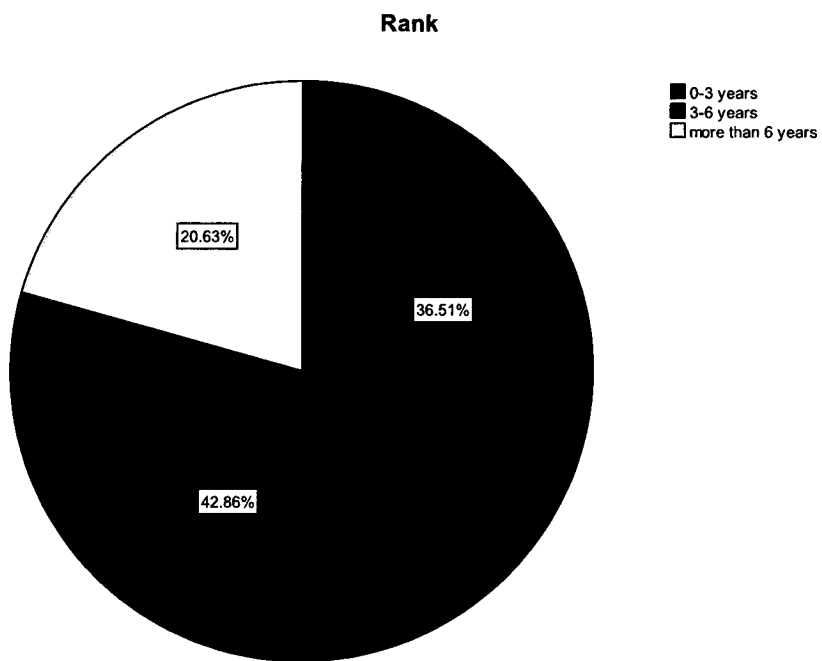


Figure 4.10 Employee's Ranks

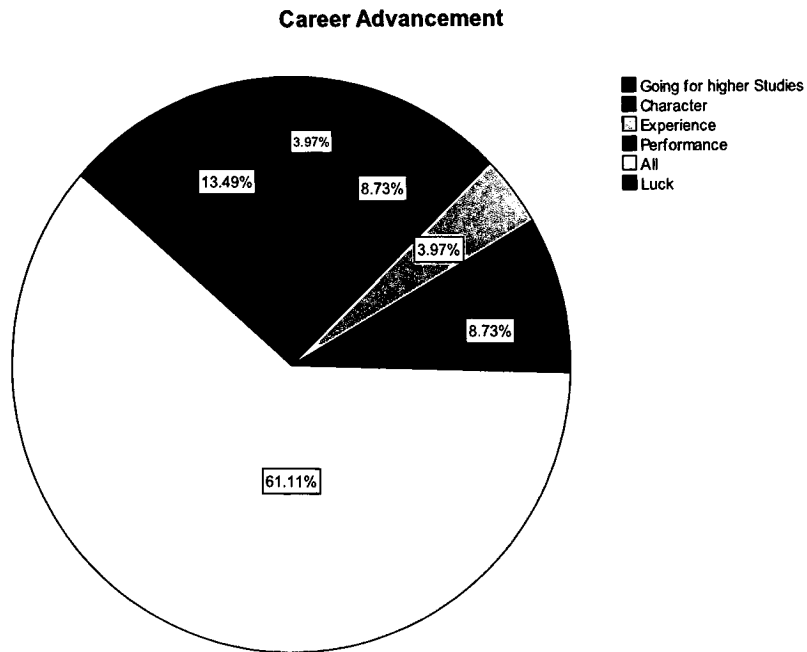


Figure 4.11 Career Advancement Perspectives of Employees

Next will be addressed the statistics of the survey responses. As reminder, the BDS has 21 items divided among 4 factors. Some of the factors were reverse coded as indicated by chapter 3. During treatment, they were provided their original values by inverting reverse coding as follows:

- 1 (extremely undesirable) <-> 9 (extremely desirable)
- 2 (very undesirable) <-> 8 (very desirable)
- 3 (moderately undesirable) <-> 7 (moderately desirable)
- 4 (slightly undesirable) <-> 6 (slightly desirable)
- 5 (neither) remained as is

Table 4.23 relates the mean values of each of the 21 responses on a scale of 1 to 9.

Table 4.23 BDS 21 items Mean Values and SD

Descriptive Statistics			
	N	Mean	Std. Deviation
Selflessness	126	7.64	1.494
Selflessness	126	8.12	1.324
Selflessness	126	8.14	1.025

Competency	126	7.93	1.228
Competency	126	7.61	1.338
Integrity	126	7.52	2.138
Respectfulness	126	7.38	1.644
Responsibility	126	7.81	1.205
Spiritual Appreciation	126	7.22	1.564
Honesty	126	6.60	2.672
Fairness	126	7.89	1.381
Spiritual Appreciation	126	6.25	2.345
Fairness	126	7.94	1.286
Spiritual Appreciation	126	7.54	1.818
Honesty	126	5.91	2.552
Honesty	126	7.59	1.641
Spiritual Appreciation	126	6.91	1.972
Compassion/Loyalty	126	7.81	1.653
Compassion/Loyalty	126	6.61	2.294
Honesty	126	6.44	2.594
Integrity	126	6.61	2.329
Valid N (listwise)	126		

The scores of the factors to which pertained the groups of items were the average score on the individual group of items where:

- BDS1 (Selflessness) is the average of Selflessness/Compassion/Loyalty/Respectfulness and Cooperativeness components
- BDS2 (Honesty) is the average of Honesty and Integrity
- BDS3 (Competency) is the average of Competency/Responsibility and Fairness components
- BDS4 (Spiritual Appreciation) is the average of Spiritual Appreciation Components.
- BDSI (BDS Index) is the average of the 4 factors above. It is used as the overall behavioral desirability index.

The 5 factors means and SD are illustrated by Table 4.24:

Table 4.24: BDS Factors' scores
Descriptive Statistics

	N	Mean	Std. Deviation
BDS1	126	7.658730	.937812
BDS2	126	6.777778	1.323296
BDS3	126	7.828571	.813767
BDS4	126	6.980459	1.224583
BDS_INDEX	126	7.311310	.796883
Valid N (listwise)	126		

Table 4.24 shows the following:

- The highest behavioral desirability among the surveyed employees was for competency (7.828 which is close to very desirable).
- Selflessness came second with a mean value of 7.658: also tending to very desirable and more than moderately desirable
- Spiritual Appreciation came third with a 6.980: moderately desirable.
- Integrity came in the last position with 6.777: closing up with moderately desirable.

Next, the Relational Statistics between the Behavioral Desirability Index and the independent variable will be explored.

4.4.3 Trends and Relationship Comparisons

As previously discussed, and in analogy with the experimental procedure for managers, the employee' population was studied on two levels: holistic and functional.

4.4.3.1 Main Effects and Interactions: Entire Employee' Population

Main effects method was used in the testing of relations between the dependent variable: behavioral desirability index and the independent variables:

- Demographic: Gender and Rank
- Psychographic: Marital Status and Rank

SPSS was also recoded to display the interaction between all 4 factors. The factorial design here got more complicated since it involved 2 x 3 x 2 x 6 factors.

A bonferroni correction was used: Rank and Career Advancement which had more than 2 levels had them omnipresent in many cases of the experiment at significant levels. That's why, in order

to avoid increasing type I error [the error of accepting the alternative hypothesis, the real interest, when results are attributable to chance], bonferroni was used instead of LSD.

SPSS 17.0 was configured also in the BDS analysis case, to compare the interactions of the 4 independent variables with respect to behavior desirability on the basis of Gender (similar configuration to Managers' experiment-please check statistical appendix). Just to note that Case Weight by Area of Work was used to remove any sampling biases.

This run of SPSS showed that there was an impact of sample size difference with respect to homogeneity of variances as per Levene's Test. This is shown in Table 4.24:

Table 4.25: Homogeneity of Variances Test

Levene's Test of Equality of Error Variances^a

Dependent Variable: BDS_INDEX

F	df1	df2	Sig.
20.371	36	1295	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + G + MST + R + ADV + G * MST + G * R + G * ADV + MST * R + MST * ADV + R * ADV + G * MST * R + G * MST * ADV + G * R * ADV + MST * R * ADV + G * MST * R * ADV

The Levene's test p-value was 0. Thus, to increase security for future steps, the researcher decided to adopt at 99% confidence interval (p-values significance < 0.01).

The experiment's summary is presented in Table 4.26 below:

Table 4.26: Main Effects and Interactions: Entire Employee' Population

Tests of Between-Subjects Effects

Dependent Variable: BDS_INDEX

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	162.617 ^a	36	4.517	9.468	.000	.208
Intercept	8821.418	1	8821.418	18488.916	.000	.935
G	.000	1	.000	.000	.986	.000
MST	.855	1	.855	1.792	.181	.001
R	9.574	2	4.787	10.033	.000	.015

ADV	12.006	5	2.401	5.033	.000	.019
G * MST	.381	1	.381	.799	.371	.001
G * R	3.798	2	1.899	3.980	.019	.006
G * ADV	11.288	4	2.822	5.915	.000	.018
MST * R	13.927	2	6.964	14.595	.000	.022
MST * ADV	8.534	4	2.133	4.471	.001	.014
R * ADV	44.610	7	6.373	13.357	.000	.067
G * MST * R	4.609	2	2.305	4.831	.008	.007
G * MST * ADV	.000	0				.000
G * R * ADV	8.683	1	8.683	18.199	.000	.014
MST * R * ADV	.000	0				.000
G * MST * R * ADV	.000	0				.000
Error	617.869	1295	.477			
Total	71243.109	1332				
Corrected Total	780.486	1331				

a. R Squared = .208 (Adjusted R Squared = .186)

Table 4.26 gives evidence for the here under as of effects and interactions on BDSI:

- The effect of G is not statistically significant ($p=0.986$)
- The effect of MST is not statistically significant ($p=0.181$)
- The effect of R is statistically significant ($p<0.00$)
- The effect of ADV is statistically significant ($p<0.00$)
- The interaction G*MST is not statistically significant ($p=0.371$)
- The interaction G*R is not statistically significant at 0.01 level but is at 0.05 ($p=0.019$)
- The interaction G*ADV is statistically significant ($p<0.00$)
- The interaction MST*R is statistically significant ($p<0.00$)
- The interaction MST*ADV is statistically significant ($p=0.001$)
- The interaction R*ADV is statistically significant ($p<0.00$)
- The interaction G*MST*R is statistically significant ($p=0.008$)
- The interaction G*R*ADV is statistically significant ($p<0.00$)

Further Analysis of the G*R*MST*ADV interaction yielded the following (please check statistical appendix for more details): the comparison was done for each level in the independent variables given gender differences. Table 4.27 summarizes the significant relations (at 95 at 99% confidence levels).

Table 4.27: G*R*MST*ADV significant relations

MST	Rank	ADV	Gender Comparison	Mean diff	F-value	Sig.	Partial Eta Sq.
Married	0-3	All	Female-Male	0.738	3.982	0.046	0.003
Single	0-3	Performance	Female-Male	-0.589	8.667	0.003	0.007
Single	0-3	All	Female-Male	-0.200	4.545	0.033	0.003
Single	3-6	Character	Female-Male	-0.669	15.145	0.000	0.012
Single	3-6	All	Female-Male	0.361	12.461	0.000	0.010
Single	3-6	Luck	Female-Male	-0.606	5.861	0.016	0.005

It can be seen from the above results that the Partial Eta Squared is somehow low when the model is applied on the population as a whole, even if the relations were statistically significant. To better understand the relations between the variables, an additional step would be to explore the functional areas within the companies.

4.4.3.2 Main Effects and Interactions: Functional Area Analysis

To further exploit the obtained outcomes from the BDS surveys, the Data Set was split according to the functional area. The same previous SPSS settings were used, in addition to the File split for group comparison.

Table 4.28 is the summary of the obtained results (please check statistical appendix for the complete table).

Table 4.28 Main effects and Interactions Results-BDSI

Area of Work	Source	Df	F	Sig.	Partial Eta-Squared
Communications	MST	1	16.765	.000	.324
	R	2	130.117	.000	.881
	ADV	1	4.665	.038	.118
	Error	35			
CC	G	1	28.770	.000	.431
	MST	1	16.695	.000	.305
	R	2	115.308	.000	.859
	ADV	1	51.149	.000	.574
	R*ADV	1	150.250	.000	.798
	Error	38			
Financial	R	2	4.450	.019	.198
	ADV	2	21.661	.000	.546

	Error	36			
HR	R	1	76.903	.000	.601
	ADV	1	68.880	.000	.575
	Error	51			
IT	R	2	10.694	.000	.117
	ADV	4	6.832	.000	.144
	Error	162			
Sales/Marketing	G	1	120.532	.000	.428
	R	1	75.232	.000	.318
	ADV	3	67.569	.000	.557
	G*R	1	8.361	.004	.049
	Error	161			
Operations/Support	G	1	28.761	.000	.064
	MST	1	4.048	.045	.009
	R	2	54.185	.000	.204
	ADV	4	15.303	.000	.126
	MST*R	2	14.549	.000	.064
	Error	424			
Design	MST	1	30.993	.000	.152
	R	2	353.771	.000	.804
	ADV	1	1289.937	.000	.882
	Error	173			

From table 4.28 the F-values, p-values and Percentage of Variance Explained (Partial-Eta Squared) are extracted per Area of significance:

- Communications:
 - Marital Status: $F(1, 35)=16.765, p<0.00$. Variance Explained: 32.4%
 - Rank: $F(2, 35)=130.117, p<0.00$. Variance Explained: 88.1%
 - Career Advancement: $F(1, 35)=4.665, p=0.038$. Variance Explained: 11.8%
- Customer Care:
 - Gender: $F(1, 38)=28.770, p<0.00$. Variance Explained: 43.1%
 - Marital Status: $F(1, 38)=16.695, p<0.00$. Variance Explained: 30.5%
 - Rank: $F(2, 38)=115.308, p<0.00$. Variance Explained: 85.9%
 - Career Advancement: $F(1, 38)=51.149, p<0.00$. Variance Explained: 57.4%
 - R*ADV Interaction: $F(1,38)=150.250, p<0.00$. Variance Explained: 79.8%
- Financial:
 - Rank: $F(2, 36)=4.450, p=0.019$. Variance Explained: 19.8%
 - Career Advancement: $F(2, 36)=21.661, p<0.00$. Variance Explained: 54.6%
- HR:
 - Rank: $F(1, 51)=76.903, p<0.00$. Variance Explained: 60.1%
 - Career Advancement: $F(1, 51)=68.880, p<0.00$. Variance Explained: 57.5%
- IT:
 - Rank: $F(2, 162)=10.694, p<0.00$. Variance Explained: 11.7%
 - Career Advancement: $F(4, 162)=6.832, p<0.00$. Variance Explained: 14.4%
- Sales/Marketing:

- Gender: $F(1, 161)=120.532, p<0.00$. Variance Explained: 42.8%
- Rank: $F(1, 161)=75.232, p<0.00$. Variance Explained: 31.8%
- Career Advancement (3, 161)=67.569, $p<0.00$. Variance Explained: 55.7%
- G*R Interaction: $F(1, 161)=8.361, p=0.004$. Variance Explained: 4.9%
- Operations/Support:
 - Gender: $F(1, 424)=28.761, p<0.00$. Variance Explained: 6.4%
 - Marital Status: $F(1, 424)=4.048, p=0.045$. Variance Explained: 0.9%
 - Rank: $F(2, 424)=54.185, p<0.00$. Variance Explained: 20.4%
 - Career Advancement: $F(4, 424)=15.303, p<0.00$. Variance Explained: 12.6%
 - MST*R Interaction: $F(2, 424)=14.549, p<0.00$. Variance Explained: 6.4%
- Design:
 - Marital Status: $F(1, 173)=30.993, p<0.00$. Variance Explained: 15.2%
 - Rank: $F(2, 173)=353.771, p<0.00$. Variance Explained: 80.4%
 - Career Advancement: $F(1, 173)=1289.937, p<0.00$. Variance Explained: 88.2%

4.5 MLS and BDS Relation: Linear Regression

The last part of the research was to explore the two dependent variables: BDS and MLS and examine them for any relation. Hypothesis 3 claimed: Transformational Component of MLS (TRA) affects BDS.

Thus, the departmental weighted averages were calculated given the managers leadership styles per department.

Then, those weighted average were used as an additional input variable in the employees' research: the managerial style in the department shall, as per hypothesis 3, affect the employee's desirability for:

- Selflessness
- Competence
- Integrity
- Spiritual Appreciation

Linear regression was then used in SPSS for this part of the experiment. This was a simple linear regression since one dependent variable (BDS) was correlated to one independent variable (Transformational Leadership score).

The following settings were used in SPSS:

- Case weighting by Frequency: Area of Work

- File Split per (Consecutive Experiments):
 - Gender
 - Rank
 - Career Advancement
 - Marital Status
- The default regression method was used in SPSS
- Confidence level was 95%

The regression relation was examined for the whole employee' group, then categorical groups such as gender, rank, career advancement and marital status were compared.

Those are presented each in the following sections.

4.5.1 Linear Regression between BDS and Leadership Style: Full Comparison

This first test was done with the objective of coming up with a relation between the behavioral desirability of employees in both banking and telecom and the leaderships style frequency of display in their respective areas. Table 4.29 presents a model summary of this first experiment and the relational parameters.

Table 4.29: BDS and MLS model summary: no group comparison

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.098 ^a	.010	.007	.76295187023	.010	4.274	3	1328	.00

Predictors: (Constant), Transactional, Transformational, LaissezFaire

Dependent Variable: BDS_INDEX

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial
	1 (Constant)	7.657	.322				23.783	.000	7.025	8.288
Transformational	.208	.101	.073	2.054	.040	.009	.408	-.008	.056	.056
LaissezFaire	.144	.054	.114	2.653	.008	.038	.251	-.004	.073	.072
Transactional	-.399	.112	-.172	-3.565	.000	-.619	-.180	-.062	-.097	-.097

Model Summary^b

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.098 ^a	.010	.007	.76295187023	.010	4.274	3	1328	.00

a. Predictors: (Constant), Transactional, Transformational, LaissezFaire

a. Dependent Variable: BDS_INDEX

Table 4.29 shows a relation over the whole sector between behavioral desirability, Transformational, Transactional and Laissez-Faire Leadership styles. The three leadership styles' correlation with the behavioral desirability is significant as per the below p-values:

- $p(\text{transformational})=0.04 < 0.05$
- $p(\text{LaissezFaire})=0.008 < 0.05$
- $\bar{p}(\text{transactional})=0.000 < 0.05$

In order to have a wider insight on the relations between BDS, MLS and the individuals' categorization, a relation was done based on each segment, as mentioned above.

4.5.2 Linear Regression between BDS and Transformational Leadership Style: Gender Comparison

The first comparison was done based on Gender: The whole population was split between males and females using file split in SPSS. Then another regression was run in SPSS.

The results are presented in Table 4.30 below:

Table 4.30: BDS and TRA model summary: gender comparison

Model Summary^b

Gender Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Male 1	.078 ^a	.006	.005	.78305682698	.006	5.072	1	839	.025
Female 1	.150 ^a	.023	.021	.72457062011	.023	11.303	1	489	.001

a. Predictors: (Constant), Transformational

b. Dependent Variable: BDS_INDEX

Coefficients^a

Gender Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
Male 1 (Constant)	6.340	.410		15.447	.000	5.535	7.146			
Transformational	.241	.107	.078	2.252	.025	.031	.451	.078	.078	.078
Female 1 (Constant)	8.764	.439		19.951	.000	7.901	9.627			
Transformational	-.379	.113	-.150	-3.362	.001	-.600	-.157	-.150	-.150	-.150

a. Dependent Variable: BDS_INDEX

Table 4.30 gives evidence for the significance of gender difference in the BDS-TRA relation. Though in both gender cases, relations were statistically significant, Females cases of relating TRA to BDS were more statistically significant (p-value=0.001) than Male cases (p-value=0.025)

4.5.3 Linear Regression between BDS and Transformational Leadership Style: Marital Status Comparison

The second experiment was to test BDS with TRA given different Marital Groups. The results are the subject of Table 4.31 below:

Table 4.31: BDS and TRA model summary: MST comparison

Model Summary^b

Marital Status Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Married 1	.053 ^a	.003	.000	.70500904355	.003	1.199	1	418	.274
Single 1	.034 ^a	.001	.000	.79010779599	.001	1.058	1	910	.304

a. Predictors: (Constant), Transformational

b. Dependent Variable: BDS_INDEX

Coefficients^a

Marital Status Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	Correlations
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		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
Married 1	(Constant)	6.598	.550		11.997	.000	5.517	7.679			
	Transformational	.157	.143	.053	1.095	.274	-.125	.438	.053	.053	.053
Single 1	(Constant)	7.678	.361		21.248	.000	6.969	8.387			
	Transformational	-.096	.093	-.034	-1.029	.304	-.279	.087	-.034	-.034	-.034

a. Dependent Variable: BDS_INDEX

In the current comparison, marital status did not impact the BDS-TRA regression: no statistical significance was detected as per table 4.31.

4.5.4 Linear Regression between BDS and Transformational Leadership Style: Rank Comparison

Rank was used to categorize experimental groups, and the results were statistically significant. The p-values for any of the three ranks used in the study, given the years of experience, were meaningful for the studied relation. The outcomes are presented in table 4.32.

Table 4.32: BDS and TRA model summary: Rank comparison

Model Summary ^b										
Rank	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
0-3 years	1	.439 ^a	.192	.191	.61039	.192	107.724	1	452	.000
3-6 years	1	.169 ^a	.029	.027	.83212	.029	16.704	1	568	.000
more than 6 years	1	.304 ^a	.093	.090	.70062	.093	31.272	1	306	.000

a. Predictors: (Constant), Transformational

b. Dependent Variable: BDS_INDEX

Coefficients ^a											
Rank	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part

0-3 years	1 (Constant)	11.183	.373		29.959	.000	10.450	11.917			
	Transformational	-1.000	.096	-.439	-10.379	.000	-1.189	-.811	-.439	-.439	-.439
3-6 years	1 (Constant)	5.110	.525		9.741	.000	4.080	6.140			
	Transformational	.555	.136	.169	4.087	.000	.288	.821	.169	.169	.169
more than 6 years	1 (Constant)	3.731	.630		5.922	.000	2.491	4.971			
	Transformational	.918	.164	.304	5.592	.000	.595	1.241	.304	.304	.304

a. Dependent Variable: BDS_INDEX

4.5.5 Linear Regression between BDS and Transformational Leadership Style: Career Advancement Perspective Comparison

A particular segmentation of the employees' population was that based on the career advancement perspective that also yielded particular results: the BDS-TRA relation was significant for groups with certain perspectives but not for others. Evidence for these statements is provided in Table 4.33:

Table 4.33: BDS and TRA model summary: ADV comparison

		Model Summary ^b								
Career Advancement	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
Going for higher Studies	1	.943 ^a	.890	.887	.23990239207	.890	387.191	1	48	.000
Character	1	.259 ^a	.067	.059	.48816924257	.067	8.646	1	120	.004
Experience	1	.010 ^a	.000	-.021	.79441778589	.000	.004	1	47	.947
Performance	1	.057 ^a	.003	-.005	.72060674949	.003	.375	1	117	.541
All	1	.045 ^a	.002	.001	.80216074467	.002	1.594	1	792	.207
Luck	1	.369 ^a	.136	.131	.64886316261	.136	30.826	1	196	.000

a. Predictors: (Constant), Transformational

b. Dependent Variable: BDS_INDEX

Coefficients^a

Career Advancement Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
Going for higher Studies	1 (Constant)	15.055	.418		36.002	.000	14.214	15.896			
	Transformational	-2.099	.107	-.943	-19.677	.000	-2.313	-1.884	-.943	-.943	-.943
Character	1 (Constant)	8.744	.557		15.710	.000	7.642	9.846			
	Transformational	-.418	.142	-.259	-2.940	.004	-.699	-.136	-.259	-.259	-.259
Experience	1 (Constant)	7.601	1.638		4.640	.000	4.306	10.896			
	Transformational	.029	.428	.010	.067	.947	-.832	.889	.010	.010	.010
Performance	1 (Constant)	8.034	.862		9.319	.000	6.327	9.741			
	Transformational	-.137	.224	-.057	-.613	.541	-.581	.307	-.057	-.057	-.057
All	1 (Constant)	6.729	.421		16.002	.000	5.904	7.555			
	Transformational	.137	.109	.045	1.263	.207	-.076	.350	.045	.045	.045
Luck	1 (Constant)	2.798	.810		3.457	.001	1.202	4.395			
	Transformational	1.186	.214	.369	5.552	.000	.765	1.608	.369	.369	.369

a. Dependent Variable: BDS_INDEX

Following are observations from Table 4.33:

BDS-TRA relation is statistically significant for the following groups:

- Going for higher studies: p-value=0.000
- Character: p-value=0.004
- Luck: p-value=0.000

The following section will present a summary of the findings as well as the relations translating those results.

4.6 Summary of findings

Based on the results of data analysis, the findings will be concisely reported to answer the three research questions and hypotheses: Table 4.34 reproduces the research relations:

Table 4.34: Research Relations

Research Question	Hypothesis
1- Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables	H1: The Manager's Transformational Leadership Style is related to Psychographic Variables
2- Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables	H2: The Follower's Behavioral Desirability is affected by Demographic and Psychographic Variables
3- Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style	H3: Behavioral Desirability and Transformational Leadership are correlated

4.6.1 Findings report

4.6.1.1 R1&H1

Based on Main Effects and Interactions analysis for the managerial population, it was determined that career advancement and marital status both statistically influence Transformational Leadership display level when the population is taken as a whole. This is in harmony with Hypothesis 1 that predicted an impact of psychographic variables on transformational leadership level. The two psychographic variables' interaction was not statistically significant.

In depth analysis at departmental level, when Marital Status was taken Alone: Variance Explanation was enhanced

Marital Status Alone influenced mostly the following departments:
CC/HR/IT/Operations&Support

ADV Alone: Variance Explanation was enhanced

ADV alone affected statistically the following departments: Corporate Banking/Financial/HR

Interaction: became statistically significant in the following: CC/HR/IT/Operations&Support

4.6.1.2 R2&H2

A weak but statistically significant relation was shown between R (demographic) and ADV (psychographic) when the population was taken as a whole. This is a verification of hypothesis 2 that predicted the influence of both types of variables on behavioral desirability.

Also, interaction between psychographic and demographic variables was statistically significant in many cases (Table 4.25): when taken in pairs, or even all together at once.

The additional step of dividing the population per department showed that in all the departments where the model applied was statistically significant, there was always an omnipresence of at

least one demographic and one psychographic variable. Those departments were: Communications/CC/Financial/HR/IT/Sales&Marketing/Operations&Support/Design

4.6.1.3 R3&H3

The three Leadership components were put in regression analysis versus Behavioral Desirability Index.

The model, when the population was taken as a whole, was statistically significant at the 95% confidence level. This is in line with the prediction of hypothesis 3 that Transformational Leadership and Behavioral Desirability are correlated. The following relation can be extracted:

$$\text{BDSI} = 0.208\text{TRA} + 0.144\text{LF} - 0.399\text{TRN} + 7.657$$

Later, when doing the segmented analysis along with the effect of transformational leadership, the following relations were found:

- BDSI, TRA & Gender Effect:

Gender difference was statistically significant to BDSI and TRA relation as per:

$$\text{Male: BDSI} = 0.241\text{TRA} + 6.340$$

$$\text{Female: BDSI} = -0.379\text{TRA} + 8.764$$

- BDSI, TRA & MST Effect

Marital Status was not significant the BDSI and TRA relationship

- BDSI, TRA & Rank Effect

$$0-3 \text{ years: BDSI} = -1.000\text{TRA} + 11.183$$

$$3-6 \text{ years: BDSI} = 0.555\text{TRA} + 5.110$$

$$>6 \text{ years: BDSI} = 0.918\text{TRA} + 3.731$$

- BDSI, TRA & ADV Effect:

$$\text{Going for higher studies: BDSI} = -2.099\text{TRA} + 15.055$$

$$\text{Character: BDSI} = -0.418\text{TRA} + 8.744$$

$$\text{Luck: BDSI} = 1.186\text{TRA} + 2.798$$

5 Discussion and Conclusions

5.1 Introduction

After having presented the statistical results obtained through experiments in chapter 4, the following chapter will frame those findings in the scope of this research.

Thus, a summary of the whole study will be presented next, followed by a presentation of the yielding of the surveys. Furthermore a discussion of the managerial implications of this research, its limitations and future directions will be elaborated.

5.2 Research Summary

The researcher, in the Literature Review, had worked on the following axes:

- Applicability of Western Managerial Concepts to developing countries: Lebanon is, after all, a developing country. All the Managerial Concepts were mostly studied and tested in the Developed Western countries such as the United-States, England, France and Germany. It was important to consider if the same concepts stand whenever socio-economic changes arose. The most important works were done by Kiggundu et. al (1983), Vengroff et. al (1997) and Hafsi and Farashahi (2005). The researchers agreed on the following: (1) The managerial job is universal. (2) There's a high degree of fit of western based theories to managerial environment in developing countries. (3) Western-based managers may have more in common than is believed by proponents of the convergence theory
- Leadership character and language of Leadership: Leaders must perform certain functions to be successful. They have to arouse trust and develop relationships with subordinates that enable those to achieve individual goals. They must use their knowledge, skills and resources to accomplish group goals.

The Leadership researchers such as Kirkpatrick and Locke (1991), Lickona (1991), Chemers (2000) or Hendrix et.al (2003) have linked the leader's character and style to the followers' behavior. This behavior is expressed by responsibility, competency, respectfulness, integrity, honesty etc...

- o Managerial Styles in the Mediterranean: Very few studies exist about Lebanon and Managerial styles of Lebanese. A fundamental basis for this research was to

consider the managerial styles of people that can be considered close to Lebanese: Socio-Economically or culturally. The best starting point seemed to be the Mediterranean and its populations. Relevant resources were found about Greeks and Turks. Hofstede (1980) concluded the following about Greeks: (a) Highest Uncertainty Avoidance Index among 53 surveyed countries. (b) Masculine Culture. (c) Need for security and status. (d) High Power Distance. (e) Preference for Consultative Managerial Style and (f) Hostility and Competitiveness towards out-group people

Bourgantas (1996) determined the salient characteristics of Greek Management to be as: (1) the Concentration of power and control lies in the hands of top management. (2) The Lack of modern systems to support strategic decisions. (3) The Lack of formal structure, planning and control systems in addition to (4) the Lack of human resource management systems, incentive systems and management information systems.

Parallel research was conducted between Cummings et.al (1972) on the Greeks and Kozan and Kamil (1993). These researches gave evidence for:

- Advocating Practice for participative management
- Strong Belief in Internal Control
- Individualism
- Democracy in management

Turkish and Greeks differed mainly when it came to the belief in subordinates' capacity for initiative and leadership: Turkish scored much higher than Greeks.

Most importantly, Kozan and Kamil (1993) established country clustering. Turkey and Greece were put alongside with Latin America, China and India. This was the next axis to explore.

- Chinese and Indian Studies: the Chinese managerial system could not be deeply explored. Few studies temporary studies exist (i.e. past the 1970s). In addition, those considered gave the following figure: the Chinese Communist party interferes in the Chinese daily life as much as the assignment of a factory director. The researcher estimated that this is not a common practice in any of the concerned countries (Latin America, Lebanon, Greece and India). The researcher established a similarity between the Indian Cast System and the Lebanese Feudal System, still omnipresent.
- Latin American Studies: Arruda (1997) revealed the contexts in which a manager would be operating in Latin America. The factors affecting the managerial context were issues such as: corruption, materialism, disparity of wealth distribution, privatization, bribery,

dishonest negotiations between buyer and seller, making products more expensive. According to Arruda (1997), many business owners do not pay employees well, and the employees do not take their work seriously in return. The young people, nevertheless, have an eagerness for ethics, honor and fulfilling obligations.

- Arab Studies: Ali (1993) found that: (1) Arabs have mostly a consultative style of Decision Making, (2) Arabs have high risk avoidance, (3) there is Moderate tendency towards individualism in the Arab World while (4) Motivation would come from interpersonal transactions, social relations or an opportunity to get paid for helping others. Individuals seek group recognition of such achievements. Last but not Least Loyalty is not centered on individuals.
- Lebanese Studies: Rawwas (2001) explored the Lebanese profile with respect to Hofstede' findings in the GLOBE Project. The individuals' types in Lebanon were as follows:
 - o Deferents (Large PDI and strong UAV): accept inequality in power, obey blindly superiors' orders, avert risk and avoid vague situations.
 - o Absolutists (Strong UAV and FEM): Comparable Social roles for both sexes, avoid vague relationship and little conflict among individuals
 - o Followers (Large PDI and COL): Completely respect superiors' orders and group members, enthusiastically cooperative, positive, helpful, disciplined

The most important findings were as follows:

- o Deferents are not risk takers and have high uncertainty avoidance. They do not tolerate deviations from group rules, norms and ideas.
- o Absolutists are very idealistic
- o Followers do not easily accept Machiavellism Hofstede contended High Individualism in wealthy countries with High Collectivism in poorer countries: this is not very true about Lebanese, who have the two extremes mostly: high individualism first, then comes concern about others. This is influenced by the lack of resources in Lebanon and continuous invasions, thus a survival instinct in the Lebanese Collective Memory.

The inferences taken from previous research, 2 surveys were put in place: Behavioral Desirability Scale and Multifactor Leadership Questionnaire. Similarly to Literature, the study wanted to determine the impact of the Leadership style in given organizational settings on the Subordinates' motivation. To get to this point two steps preceded this third

one: determining the managerial leadership style itself and the behavioral desirability for competency, selflessness, integrity and spiritual appreciation in 3 companies of the Top Lebanese industry: Alfa, Ericsson and BLOM. Behavioral Desirability and Leadership styles were studied with respect to psychographic and demographic inputs.

Once BDS and MLS were quantified, they were put in adjacency and correlated. To achieve all these, three research questions were addressed with three related hypotheses. They are restated here for convenience:

R1: Is the Manager's Transformational Leadership Style related to Demographic or Psychographic Variables

R2: Is the Follower's Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables

R3: Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style

H1: The Manager's Transformational Leadership Style is related to Psychographic Variables

H2: The Follower's Behavioral Desirability is affected by Demographic and Psychographic Variables

H3: Behavioral Desirability and Transformational Leadership are correlated

Answers to the research questions and hypothesis testing were provided by analyzing data collected from the surveys led in the 3 companies. The Behavioral Desirability scale was applied on subordinates and yielded:

- The BDS Index (BDSI)
- BDS1: Desirability for Selflessness
- BDS2: Desirability for Integrity
- BDS3: Desirability for Competency
- BDS4: Desirability for Spiritual Appreciation

The MLQ provided the managers' leadership style, once applied on managers: Frequency of display of Transactional/Transformational/Laissez-Faire styles.

Demographic Data was represented by:

- Gender (G)
- Rank (R)

- Area of Work (AW)

Psychographic Data was based on Career Advancement Perspective (ADV) and Marital Status (MST).

To study the effect of Psychographics and/or demographics on BDS or MLS, Hendrix et.al (2003) had provided direction in their research for the statistical methods to use in such experiment: main effects. This was confirmed by the teachings of Leeper (2007): the relation between variable types and statistical method selection.

Thus, using SPSS 17, descriptive data was extracted about respondents. Main effects and interactions were applied between MLS, BDS and the independent psychographic and demographic variables. SPSS 17 was utilized later on to apply regression between BDS and MLS in order to consult their relationship.

5.3 Main Findings and Conclusion

5.3.1 Descriptive Statistics Findings

Two surveys were within the scope of this research. The first, MLQ, was conducted on managers. It had 21 items, pertaining to 7 factors. Those factors were split among 3 categories illustrative of the common Leadership Styles: Transformational, Transactional and Laissez faire. Next are presented the Leadership styles descriptive statistics.

Transformational leadership: the scores on items measuring Transformational Leadership as a dependent variable ranged between Intellectual Stimulation 3 “I get others to rethink ideas that they had never questioned before”: 3.49 ± 0.856 and Individualized consideration 1 “I help others develop themselves”: 4.09 ± 0.830 . The results are statistically significant and representative of the population. The highest percentage of answers in Intellectual Stimulation 3 question was 40.4% in “Frequently, if not always” (score 4) followed by 36.2% in the Fairly Often scale (score 3). As for Individualized consideration 1, the percentage of answers was split between “Frequently, if not always” scoring 4: 38.3% and Always, scoring 5: 36.2%

Transactional Leadership: results varied between Management by Exception 2 “As long as things are working, I do not try to change anything”: 2.36 ± 1.342 and Management by Exception 1 “I am satisfied when others meet agreed-upon standards”: 4.34 ± 0.635 . The results are representative of the population. Score 4 “Frequently, if not always” represented the highest quartile in answers. Management by Exception 2 question had

31.9% of the responses as “Sometimes”-score 2 while 21.3% went for “Fairly Often” – score 3 and 17% for “Once in a while”-score 1. As for Management by Exception 1, “Frequently if not always” was selected by 48.9% of respondents followed by “Always” chosen by 42.6% of the individuals.

Laissez-Faire: results varied between Laissez-Faire 2 “Whatever others want to do is OK with me”: 1.87 ± 0.969 and Laissez-Faire 3 “I ask no more of others than what is absolutely essential”: 2.57 ± 1.259 . In Laissez-Faire question 2, 44.7% of respondents opted for “Sometimes”-score 2, while in Laissez-Faire question 3, 30.4% chose “Fairly Often”-score 3, 26.1% went for “Sometimes”-score 2 and 6.5% selected “Not at All”-score 0.

The above results infer the following: (1) Transformational Leadership is frequently and consistently displayed. (2) Laissez-Faire Leadership is present, displayed sometimes. (3) Transactional Leadership range is the biggest and relates more to contingency. (4) Transformational Leaders are best at individualized consideration. (5) Transactional Leadership highest figure was related to consensus, characteristic of the local culture and population “agreed upon standards”. (6) Laissez faire 3 “I ask no more of others than what is absolutely essential” is factorized by self-confidence and self-perception: the leader who thinks that what he asks is only the absolutely necessary. (7) The three styles are present in the sector at significant levels, though on average, transformational leadership is displayed the most frequently.

Next, the Behavioral Desirability Questionnaire applied on employees will have its results discussed. The BDS measured 4 factors, differently itemized (as per chapter 3, Table 3.11). Those 4 factors are respectively: Selflessness, Integrity, Competency and Spiritual Appreciation.

BDS1: results varied between Compassion Loyalty S6 “When faced with a situation that may give personal benefit, a worker puts the interest of his organization and the welfare of others first”: 6.61 ± 2.294 and Selflessness S3 “A person, by her actions, shows that she respects every individual and feels all have intrinsic worth”: 8.14 ± 1.025

31% of the respondents selected “Very desirable”-Score 8 in answering S6, followed by 20.6% choosing “Extremely Desirable”-Score 9 and the rest evenly scattered. In

Answering S3, 41.3% opted for “Extremely Desirable” and 41.3% chose “Very desirable”

BDS2: results varied between I4 “A worker accepts credit for work his coworkers helped him to complete”: 5.91 ± 2.552 and I5 “A worker tells his coworker his boss is a jerk. This happens after the boss corrects him for a mistake he made”: 7.59 ± 1.641

While answering I4, the respondents’ percentages were evenly distributed, peaking at 21.4% for “Extremely desirable”. When it came to I5, 34.9% preferred “Extremely desirable” while 33.3% took “Very Desirable”

BDS3: results varied between C2 “A young man is exceptionally capable and uses his skills for the benefit of his organization and coworkers”: 7.61 ± 1.338 and C5 “A worker consistently produces top quality work”: 7.94 ± 1.286 . When replying to C2, “Very Desirable” was the option of 42.9% of the respondents. C5 most weight of answers was split between “Very” and “Extremely Desirable”: 38.9% and 36.5% of the answers respectively.

BDS4: results varied between SA2 “An organization supports individuals’ rights to differ in their spiritual beliefs”: 6.25 ± 2.345 and SA3 “An organization appreciates individuals of different backgrounds and interests”: 7.54 ± 1.818 . SA2 witnessed an even distribution of weights around 6, explained by the mean and sd above. As for SA3, 19% went for “Moderately Desirable”-score 7, 31.7% for “Very Desirable” and 33.3% for “Extremely Desirable”

The following is implied from the above readings:

- The most consistent behavior desirability is for competency: The wish for such a behavior approached the very desirable overall
- The most contestable behavior desirability was for integrity: ranging from indifference to much desirability
- Selflessness and self-sacrifice appreciation are quite present (moderate to high desirability)
- Spiritual Appreciation was also desired in important amounts, though lesser than the 3 other components.

Next are discussed the Hypotheses tests.

5.3.2 Research Relations Testing

5.3.2.1 R1&H1

Research Question One was: *“Is the Manager’s Transformational Leadership Style related to Demographic or Psychographic Variables”*

The Managerial Leadership Style’s Transformational component (TRA) was measured with respect to the two psychographic variables collected within the scope of the research: Marital Status (MST) and Career Advancement Perspective (ADV). The experiment included two steps: doing the test for the population taken as one entity, then segmenting the population according to the department of work (AW). When taking the entire data set it was found that: (1) Marital Status Difference had an impact on Transformational Leadership Style Display. (2) Career Advancement Perspective had an impact on Transformational Leadership Style Display. (3) There was no significant impact of the interaction between Marital Status and Career Advancement perspective on the display of Transformational Leadership.

Next, when doing the departmental segmentation it was found that: (a) Marital Status had a statistically significant and representative main effect on Transformational Leadership in the following areas: Customer Care/Human Resources/IT/Operations and Support. (b) Career Advancement had a statistically significant and representative main effect on Transformational Leadership in the following areas: Corporate Banking/Financial/HR/IT/Sales & Marketing/Operations & Support.

The Interaction between Marital Status and Career Advancement impact Transformational Leadership in a statistically significant manner and was representative in the following areas: Customer Care/HR/IT/Operations & Support

5.3.2.2 R2&H2

Research Question Two was: *“Is the Follower’s Behavioral Desirability for Competency, Selflessness, Integrity and Spiritual Appreciation linked Demographic or Psychographic Variables?”*

Using Main Effects and Interactions, Behavioral Desirability (BDS) was measured with respect to the two Demographic variables: Rank and Gender, and two psychographic variables: Marital Status and Career Advancement Perspective.

In this experiment as well, the employee population was first taken in bulk, then subdivided per area of work.

When taking the whole respondents’ results, it was found that: (1) Gender alone was not a main effect on Behavioral Desirability (BDS). (2) Marital Status was not a main effect on BDS. (3) Rank is a main effect on BDS. (4) Career Advancement Perspective is a main effect on BDS while (5) the following interactions were statistically significant:

- Gender and Career Advancement
- Marital Status and Rank
- Marital Status and Career Advancement
- Rank and Career Advancement
- Gender, Marital Status and Rank
- Gender, Rank and Career Advancement

The second step in the BDS testing was to divide employee respondents’ surveys given their functional areas. There were relevant and statistically significant main effects and interactions in the following areas:

- Communications:
 - Marital Status as main effect
 - Rank as main effect
 - Career Advancement as main effect
- Customer Care:
 - Gender as main effect
 - Marital Status as main effect
 - Rank as main effect
 - Career Advancement as main effect
 - The interaction between Rank and Career Advancement
- Financial:
 - Rank as main effect

- Career Advancement as main effect
- HR:
 - Rank as main effect
 - Career Advancement as main effect
- IT:
 - Rank as main effect
 - Career Advancement as main effect
- Sales & Marketing:
 - Gender as main effect
 - Rank as main effect
 - Career Advancement as main effect
 - Interaction between Gender and Rank
- Operations and Support:
 - Gender as main effect
 - Marital Status as main effect
 - Rank as main effect
 - Career Advancement as main effect
 - Interaction between Marital Status and Rank
- Design:
 - Marital Status as main effect
 - Rank as main effect
 - Career Advancement as main effect

5.3.2.3 R3&H3

Research Question three is restated for convenience purposes:” *Is the Behavioral Desirability dependent upon Managerial Transformational Leadership Style*”

More than one test was executed: first of all testing BDSI vs. MLS while including all the Managerial Leadership Styles: Transformational, Transactional and Laissez-Faire. Then, Transformational Leadership alone was measured vs. BDS, while segmenting the Population of respondents by (respectively): Gender, Rank, Marital Status and Career Advancement.

- When the population was taken as a whole, and BDSI measured against MLS, the following equation was computed by SPSS 17.0:

$$\text{BDSI} = 0.208\text{TRA} + 0.144\text{LF} - 0.399\text{TRN} + 7.657$$

- When Segmenting with Respect to Gender, the following relations between BDSI and TRA were calculated:

$$\text{Males: BDSI} = 0.241\text{TRA} + 6.340$$

$$\text{Females: BDSI} = -0.379\text{TRA} + 8.764$$

- Marital Status was not significant to BDSI and TRA Relationship.
- When splitting the results with Respect to Rank, the following was calculated:
 - 0-3 years: $\text{BDSI} = -1.000\text{TRA} + 11.183$
 - 3-6 years: $\text{BDSI} = 0.555\text{TRA} + 5.110$
 - >6 years: $\text{BDSI} = 0.918\text{TRA} + 3.731$
- Finally, when segmenting with respecting to the perspective for career advancement, the following relations were extracted:
 - Going for higher studies: $\text{BDSI} = -2.099\text{TRA} + 15.055$
 - Character: $\text{BDSI} = -0.418\text{TRA} + 8.744$
 - Luck: $\text{BDSI} = 1.186\text{TRA} + 2.798$

5.3.3 Conclusions

The Transformation Leadership aspect of managerial Leadership style was mostly affected by Career advancement when the population of managers was taken as a whole. The difference of means between those who believe in performance and going for higher studies reflected on their display of transformational leadership reached 1.521 points, while the difference between those who believe in all the factors and going for higher studies reached 1.488 points on their transformational leadership display. Thus it did matter mostly on one's future perspective for advancement in displaying a certain level of transformational leadership. It should be also noted that the difference in transformational leadership scores between those who believed in any advancement factor (except higher studies) and those who believe in luck was always in the favor of the earliest factors.

Then, it was seen that when the population of managers was segmented according to the managers' functional areas, another difference was perceived in the transformational leadership display. This affected the statistical significance of the effect of Marital Status

or Advancement on Transformational Leadership display and their interactions towards it. The most important difference was noted in Career Advancement effect towards Transformational Leadership, in the Financial Area. There, those who believed in Performance for advancing in their career scored two points on average in Transformational Leadership more than those who believed in going for higher studies to move upwards.

These findings are in congruence with the findings of Elenkov et.al (2005). Elenkov et.al found that Strategic leadership was affected by psychographic variables such as tenure heterogeneity or innovation capabilities. Another important matter to denote is the significant presence of all the managerial styles in the organizations, in particular the non-negligible Laissez-Faire. Transactional aspect can be understood in certain environments, especially now that the workloads are so heavy in the Telecom companies because of the big projects they're taking and in the Banking Sector where many reengineering of processes are taking place, especially in light of the Arab Revolutions: A leader might have to refer more often to his non-visionary skills in such cases with some people, and there's nothing wrong with that at all. However, Laissez- Faire is intriguing at the moment. Yet it is a reflection of the real picture: managers' who want to keep everyone happy, who do not want to interfere for conflict resolution for instance with the idiom "leave it under the rug, and it will be solved". Those are the snowmen that create the snow ball effect in their workplaces. Everyone knows them.

The Employees' survey results showed a higher preference for Competency and Selflessness than Integrity and Spiritual Appreciation. Can that be understood in the Lebanese Employee context? Possibly yes. Spiritual Appreciation is not a major concern in the Lebanese society. There haven't been cases of discrimination against certain beliefs, that's why it can be understood from that perspective. Same for integrity, while not commenting the degree of relevance in the Society as a whole, but at least in the surveyed companies, where the managers are themselves employees with respect to the executive committees and shareholders, integrity should not be a major concern as such. That's why, the concern for selflessness might be higher than the concern for integrity, or otherwise, integrity and spiritual appreciation scored lower because they were somehow assumed or taken for granted.

When the population was taken in the holistic view, Gender (demographic) and Marital Status (psychographic) did not influence BDS on their own, unlike Rank (demographic)

and Career Advancement (psychographic). There were, nevertheless, statistically significant interactions between the independent variables reflected on the level of Behavioral Desirability. And to note that psychographic variables had always to be part of the interaction, for its significance. The interaction of the four variable levels based on the separation between males and females affected Behavioral Desirability and the highest mean difference was scored with females (0.738 points) who were married, had 0-3years experience and believed in All factors except luck for advancement.

Segmenting the employee' population revealed different impacts of the independent variables in the different areas of work. The relevance of the power each factor had on the behavioral desirability per area was reflected by the variability explained. The variability explained was rather high in the areas of significance. It should be added, that most of the areas that did not show significance in the statistical analysis did not have all the required to get in the Main Effects and Interactions method, where the means of variables of interests are compared with respect to the dependent variable.

Hendrix et.al (2003) found that sex, rank and Character level had impact on behavioral desirability. The results found throughout this research were no different.

Managerial Style proved to affect the Behavioral Desirability. In fact, any style of Leadership affected BDSI in a statistically significant way. Demographics and Psychographics also affected the relation BDSI to MLS, when the transformational aspect of MLS was focused upon. This implies that on the one hand, the Managerial Style will regulate and affect the aspiration for competency, selflessness, spiritual appreciation and integrity for a given group of employees. This further suggests that motivation, revealed by the above four factors is really driven by the managerial style of the business leader. Transformational leadership positively affected motivation, thus the higher you display it, the higher the business output, effectiveness and efficiency. On the other hand, the relation between Transformational Leadership Style and Behavioral Desirability will be additionally governed by the personal tastes, preferences or choices of the subject: such as his perspective for the future. The Gender and the Rank were also omnipresent as exogenous factors controlling this relation. The findings of this level of testing were in harmony with the results of both Hendrix et.al (2003) and Elenkov et.al (2005)

5.4 Limitations of the Research

The study was meant to consider the top Lebanese industry: the Banking Sector and the Telecom Sector. Initially around 6 institutions were considered. Some were quite defensive and refused to allow surveys to be conducted, but allowed to give interviews with some key personnel. This was out of the scope of the current research. Consequently, such institutions were dropped. Overall it would have been best to have to companies of each sector.

The survey was conducted online, anonymously using stratified random sampling. The usual response rate for an online survey is 40%. In this case, it was above 60%. No incentives were used for increasing the response rate. It is estimated that additional support from the HR department of the companies themselves could have taken the response rate to around 80%.

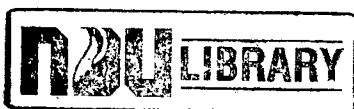
The Telecom Sector, more present in the study, has a lower number of females especially among managers. It is not about stereotyping, but most managers in the telecom field are engineers, and it is no secret when saying that engineering' graduates in Lebanon are mostly males.

The small size or response size of some departments made some levels of the personal variables (demographic or psychographic) inexistent. Thus, the whole department results were not relevant to the statistical study (i.e. the department results were not even reported).

The study was carried over a two-month period. Giving more time might have provided more results, yet work load on the teams in the companies was also another factor to consider when deciding about timing and about follow-ups.

5.5 Managerial Implications

This research has established the relation between the managerial leadership styles in the Top Lebanese Industry and the motivation of the employees in these organizations. Most importantly it has proven the relation between transformational leadership and a thrill for competency, selflessness, integrity and spiritual appreciation. It also has embedded this relation in the context of exogenous variables (for the environment itself) such as gender, rank, marital status and future career advancement perspective.



It has also revealed that Managerial Leadership styles in all their forms are importantly present. Transformational and Transactional Leadership are close enough, while Laissez-Faire is behind but still there. This means that there's work to do to take the organizations to the so-called optimum MLQ profile (Barlow, 1997). The nature of obtained relations shows that employees will have more stamina and motivation whenever guided by Transformational Leadership, and less when Transactional is displayed. The least level of motivation will occur with Laissez-Faire.

In fact, Laissez-faire is frustrating for an intrinsically motivated employee and might ruin team spirit since with it the basic managerial functions of: planning, controlling, work division and feedback provision are lost.

Least but not last, this research has uncovered the perception of the employees' themselves with respect to the Leaders' position and style and their roles in driving the business fast forward.

Thus, the HR department of the investigated companies should take well note of the findings and review them thoroughly. They might serve as orientation for: Trainings, Productivity reviews and Procedure compilation for all the levels of stakeholders.

5.6 Future Direction

The data, results and relations gotten through this study can serve for the following future Purposes:

- Give Orientation for future trainings: the importance of Transformational Leadership to the contemporary business should be focus, because of the value it brings to business and the human impact it has, implying thus socio-economic dimensions. In addition, the HR departments should start thinking of fighting back the bad presence of Laissez-Faire that alienates both business value and human capital
- Be the basis for more research, on a larger scale: as of population and time frame. It can be believed that having the right people at the right places working effectively and efficiently can have very important impacts on a whole ecosystem. This importance starts with the country's GDP and does not end at the doors of the smallest of families.
- It was seen that Career Advancement perspective was a major player affecting BDS and MLS separately and in conjunction with other factors. Unlike Demographics and Marital Status, Career advancement is a perspective. A perspective is shaped by both intro and retrospection. The HR can help with retrospectives: providing appropriate talent progress

or career advancement path. In fact, all the surveyed companies have such departments. These should review carefully the perspectives of their employee each is his path, and let him know their feedback about what's best to go forward and reach higher posts and new capabilities.

- It was also seen that the BDS/MLS relation was treated in the context of demographic and psychographic variables and there were differences. This will allow the catering of directions and potential education given the differences in status (whether gender, rank or marital status)

APPENDIX 1: Figures and Tables

A1.1 FIGURES:

```
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  /PLOT=PROFILE(ADV*MST)  
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  /EMMEANS=TABLES(ADV) COMPARE ADJ(LSD)  
  /EMMEANS=TABLES(MST*ADV) COMPARE (MST)  
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```

Figure A.1 SPSS Syntax Modification-Managers Experiment


```

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  /INTERCEPT=INCLUDE
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  /EMMEANS=TABLES(G) COMPARE ADJ(BONFERRONI)
  /EMMEANS=TABLES(MST) COMPARE ADJ(BONFERRONI)
  /EMMEANS=TABLES(R) COMPARE ADJ(BONFERRONI)
  /EMMEANS=TABLES(ADV) COMPARE ADJ(BONFERRONI)
    /EMMEANS=TABLES(G*MST)
    /EMMEANS=TABLES(G*R)
    /EMMEANS=TABLES(G*ADV)
    /EMMEANS=TABLES(MST*R)
  /EMMEANS=TABLES(MST*ADV)
    /EMMEANS=TABLES(R*ADV)
    /EMMEANS=TABLES(G*MST*R)
  /EMMEANS=TABLES(G*MST*ADV)
    /EMMEANS=TABLES(G*R*ADV)
    /EMMEANS=TABLES(MST*R*ADV)
  /EMMEANS=TABLES(G*MST*R*ADV) COMPARE (G)
  /PRINT=ETASQ HOMOGENEITY DESCRIPTIVE
    /CRITERIA=ALPHA(.05)
/DESIGN=G MST R ADV G*MST G*R G*ADV MST*R MST*ADV R*ADV G*MST*R
  G*MST*ADV G*R*ADV MST*R*ADV
  G*MST*R*ADV.

```

Figure A.2 SPSS Configuration for BDS Interactions

A1.2 TABLES:

Table A.1 Managers' experiment Main Effects Report Summary

Tests of Between-Subjects Effects

Dependent Variable: Transformational

Area of Work	Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Accounting	Corrected Model	.282 ^a	2	.141			1.000
	Intercept	42.815	1	42.815			1.000
	MST	.000	0				
	ADV	.282	2	.141			1.000
	MST * ADV	.000	0				
	Error	.000	0				
	Total	43.097	3				
	Corrected Total	.282	2				
	Commercial/Corporate Banking	Corrected Model	.681 ^b	1	.681	114.333	.000
Intercept		110.014	1	110.014	18482.333	.000	1.000
MST		.000	0				.000
ADV		.681	1	.681	114.333	.000	.942
MST * ADV		.000	0				.000
Error		.042	7	.006			
Total		131.063	9				
Corrected Total		.722	8				
Communications		Corrected Model	.000 ^c	0			
	Intercept	78.028	1	78.028			1.000
	MST	.000	0				
	ADV	.000	0				
	MST * ADV	.000	0				
	Error	.000	3	.000			

	Total	78.028	4				
	Corrected Total	.000	3				
CC	Corrected Model	.284 ^d	1	.284	23.593	.000	.645
	Intercept	215.561	1	215.561	17934.704	.000	.999
	MST	.284	1	.284	23.593	.000	.645
	ADV	.000	0				.000
	MST * ADV	.000	0				.000
	Error	.156	13	.012			
	Total	237.118	15				
	Corrected Total	.440	14				
Financial	Corrected Model	12.050 ^e	2	6.025	150.162	.000	.918
	Intercept	274.571	1	274.571	6843.165	.000	.996
	MST	.000	0				.000
	ADV	12.050	2	6.025	150.162	.000	.918
	MST * ADV	.000	0				.000
	Error	1.083	27	.040			
	Total	373.667	30				
	Corrected Total	13.133	29				
HR	Corrected Model	4.703 ^f	2	2.352	67.187	.000	.843
	Intercept	313.147	1	313.147	8947.059	.000	.997
	MST	.292	1	.292	8.333	.008	.250
	ADV	3.241	1	3.241	92.593	.000	.787
	MST * ADV	.000	0				.000
	Error	.875	25	.035			
	Total	412.563	28				
	Corrected Total	5.578	27				
IT	Corrected Model	.741 ^g	3	.247	13.968	.000	.488
	Intercept	528.067	1	528.067	29873.486	.000	.999

	MST	.267	1	.267	15.086	.000	.255
	ADV	.000	1	.000	.000	1.000	.000
	MST * ADV	.600	1	.600	33.943	.000	.435
	Error	.778	44	.018			
	Total	666.556	48				
	Corrected Total	1.519	47				
Legal	Corrected Model	.000 ^c	0				
	Intercept	162.563	1	162.563			1.000
	MST	.000	0				
	ADV	.000	0				
	MST * ADV	.000	0				
	Error	.000	8	.000			
	Total	162.563	9				
	Corrected Total	.000	8				
Personal/Consumer Banking	Corrected Model	.000 ^c	0				
	Intercept	126.750	1	126.750			1.000
	MST	.000	0				
	ADV	.000	0				
	MST * ADV	.000	0				
	Error	.000	11	.000			
	Total	126.750	12				
	Corrected Total	.000	11				
Project Management	Corrected Model	.000 ^h	0				.000
	Intercept	546.194	1	546.194	3033.720	.000	.991
	MST	.000	0				.000
	ADV	.000	0				.000
	MST * ADV	.000	0				.000
	Error	4.861	27	.180			
	Total	551.056	28				

	Corrected Total	4.861	27				
Sales/Marketing	Corrected Model	.000 ^l	2	.000	.000	1.000	.000
	Intercept	822.800	1	822.800	226511.999	.000	1.000
	MST	.000	0000
	ADV	.000	2	.000	.000	1.000	.000
	MST * ADV	.000	0000
	Error	.236	65	.004			
	Total	914.458	68				
	Corrected Total	.236	67				
	Strategy	Corrected Model	6.250 ^l	1	6.250	.	.
Intercept		676.000	1	676.000	.	.	1.000
MST		6.250	1	6.250	.	.	1.000
ADV		.000	0	.	.	.	
MST * ADV		.000	0	.	.	.	
Error		.000	34	.000			
Total		682.250	36				
Corrected Total		6.250	35				
Operations/Support	Corrected Model	2.474 ^k	3	.825	13.511	.000	.195
	Intercept	1406.017	1	1406.017	23036.557	.000	.993
	MST	2.199	1	2.199	36.030	.000	.177
	ADV	1.418	2	.709	11.620	.000	.122
	MST * ADV	.000	0000
	Error	10.193	167	.061			
	Total	2346.632	171				
	Corrected Total	12.667	170				
Design	Corrected Model	.000 ^l	0000
	Intercept	1027.824	1	1027.824	50379.192	.000	.999
	MST	.000	0000

ADV	.000	0				.000
MST * ADV	.000	0				.000
Error	1.204	59	.020			
Total	1029.028	60				
Corrected	1.204	59				
Total						

- a. R Squared = 1.000 (Adjusted R Squared = .)
- b. R Squared = .942 (Adjusted R Squared = .934)
- c. R Squared = . (Adjusted R Squared = .)
- d. R Squared = .645 (Adjusted R Squared = .617)
- e. R Squared = .918 (Adjusted R Squared = .911)
- f. R Squared = .843 (Adjusted R Squared = .831)
- g. R Squared = .488 (Adjusted R Squared = .453)
- h. R Squared = .000 (Adjusted R Squared = .000)
- i. R Squared = .000 (Adjusted R Squared = -.031)
- j. R Squared = 1.000 (Adjusted R Squared = 1.000)
- k. R Squared = .195 (Adjusted R Squared = .181)
- l. R Squared = .000 (Adjusted R Squared = .000)

Table A.2 Main Effects and Interactions Results-BDSI

Tests of Between-Subjects Effects

Dependent Variable: BDS_INDEX

Area of Work	Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Accounting	Corrected Model	2.073 ^a	4	.518			1.000
	Intercept	201.092	1	201.092			1.000
	G	.986	1	.986			1.000
	MST	.075	1	.075			1.000
	R	.291	1	.291			1.000
	ADV	.488	1	.488			1.000
	G * MST	.000	0				

	G * R	.000	0				
	G * ADV	.000	0				
	MST * R	.000	0				
	MST * ADV	.000	0				
	R * ADV	.000	0				
	G * MST * R	.000	0				
	G * MST * ADV	.000	0				
	G * R * ADV	.000	0				
	MST * R * ADV	.000	0				
	G * MST * R * ADV	.000	0				
	Error	.000	0				
	Total	279.896	5				
	Corrected Total	2.073	4				
Administration	Corrected Model	1.415 ^b	2	.708	12.245	.012	.830
	Intercept	445.088	1	445.088	7702.975	.000	.999
	G	.000	0				.000
	MST	.000	0				.000
	R	.047	1	.047	.812	.409	.140
	ADV	.000	0				.000
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	.289	5	.058			
	Total	454.584	8				

	Corrected Total	1.704	7				
Commercial/Corporate Banking	Corrected Model	38.509 ^c	7	5.501		1.000	
	Intercept	1036.793	1	1036.793		1.000	
	G	.000	0				
	MST	.000	0				
	R	.807	1	.807		1.000	
	ADV	23.212	3	7.737		1.000	
	G * MST	.000	0				
	G * R	.000	0				
	G * ADV	.000	0				
	MST * R	.000	0				
	MST * ADV	.000	0				
	R * ADV	.000	0				
	G * MST * R	.000	0				
	G * MST * ADV	.000	0				
	G * R * ADV	.000	0				
	MST * R * ADV	.000	0				
	G * MST * R * ADV	.000	0				
	Error	.000	16	.000			
	Total	1207.519	24				
		Corrected Total	38.509	23			
Communications	Corrected Model	32.472 ^d	8	4.059	82.473	.000	.950
	Intercept	1827.165	1	1827.165	37125.231	.000	.999
	G	.000	0				.000
	MST	.825	1	.825	16.765	.000	.324
	R	12.808	2	6.404	130.117	.000	.881
	ADV	.230	1	.230	4.665	.038	.118
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000

	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.080	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	1.723	35	.049			
	Total	2504.946	44				
	Corrected Total	34.194	43				
CC	Corrected Model	38.742 ^e	6	6.457	91.736	.000	.935
	Intercept	1224.018	1	1224.018	17389.894	.000	.998
	G	2.025	1	2.025	28.770	.000	.431
	MST	1.175	1	1.175	16.695	.000	.305
	R	16.232	2	8.116	115.308	.000	.859
	ADV	3.600	1	3.600	51.149	.000	.574
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	10.576	1	10.576	150.250	.000	.798
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	2.675	38	.070			
	Total	2308.092	45				
	Corrected Total	41.417	44				
Financial	Corrected Model	7.572 ^f	5	1.514	14.906	.000	.674
	Intercept	1319.308	1	1319.308	12985.489	.000	.997

	G	.004	1	.004	.042	.840	.001
	MST	.000	0				.000
	R	.904	2	.452	4.450	.019	.198
	ADV	4.401	2	2.201	21.661	.000	.546
	G * MST	.080	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	3.658	36	.102			
	Total	2469.557	42				
	Corrected Total	11.230	41				
HR	Corrected Model	3.111 ⁹	4	.778	30.396	.000	.704
	Intercept	2116.902	1	2116.902	82722.722	.000	.999
	G	.000	0				.000
	MST	.000	0				.000
	R	1.968	1	1.968	76.903	.000	.601
	ADV	1.763	1	1.763	68.880	.000	.575
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000

	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	1.305	51	.026			
	Total	3070.113	56				
	Corrected Total	4.417	55				
IT	Corrected Model	41.236 ^h	13	3.172	14.344	.000	.535
	Intercept	5369.786	1	5369.786	24281.888	.000	.993
	G	.096	1	.096	.432	.512	.003
	MST	.062	1	.062	.278	.599	.002
	R	4.730	2	2.365	10.694	.000	.117
	ADV	6.043	4	1.511	6.832	.000	.144
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	35.825	162	.221			
	Total	9741.973	176				
	Corrected Total	77.061	175				
Legal	Corrected Model	.000	0				
	Intercept	519.840	1	519.840			1.000
	G	.000	0				
	MST	.000	0				
	R	.000	0				
	ADV	.000	0				

	G * MST	.000	0			
	G * R	.000	0			
	G * ADV	.000	0			
	MST * R	.000	0			
	MST * ADV	.000	0			
	R * ADV	.000	0			
	G * MST * R	.000	0			
	G * MST * ADV	.000	0			
	G * R * ADV	.000	0			
	MST * R * ADV	.000	0			
	G * MST * R * ADV	.000	0			
	Error	.000	8	.000		
	Total	519.840	9			
	Corrected Total	.000	8			
Personal/Consumer Banking	Corrected Model	.000	0			
	Intercept	678.003	1	678.003		1.000
	G	.000	0			
	MST	.000	0			
	R	.000	0			
	ADV	.000	0			
	G * MST	.000	0			
	G * R	.000	0			
	G * ADV	.000	0			
	MST * R	.000	0			
	MST * ADV	.000	0			
	R * ADV	.000	0			
	G * MST * R	.000	0			
	G * MST * ADV	.000	0			
	G * R * ADV	.000	0			
	MST * R * ADV	.000	0			
	G * MST * R * ADV	.000	0			
	Error	.000	11	.000		

	Total	678.003	12				
	Corrected Total	.000	11				
Project Management	Corrected Model	65.704 ^c	4	16.426			1.000
	Intercept	3127.957	1	3127.957			1.000
	G	1.579	1	1.579			1.000
	MST	22.158	1	22.158			1.000
	R	1.991	1	1.991			1.000
	ADV	35.306	1	35.306			1.000
	G * MST	.000	0				
	G * R	.000	0				
	G * ADV	.000	0				
	MST * R	.000	0				
	MST * ADV	.000	0				
	R * ADV	.000	0				
	G * MST * R	.000	0				
	G * MST * ADV	.000	0				
	G * R * ADV	.000	0				
	MST * R * ADV	.000	0				
	G * MST * R * ADV	.000	0				
	Error	.000	65	.000			
	Total	3796.004	70				
	Corrected Total	65.704	69				
Sales/Marketing	Corrected Model	124.258 ^j	8	15.532	101.799	.000	.835
	Intercept	5469.801	1	5469.801	35849.296	.000	.996
	G	18.390	1	18.390	120.532	.000	.428
	MST	.000	0				.000
	R	11.479	1	11.479	75.232	.000	.318
	ADV	30.929	3	10.310	67.569	.000	.557
	G * MST	.000	0				.000
	G * R	1.276	1	1.276	8.361	.004	.049
	G * ADV	.000	0				.000
	MST * R	.000	0				.000

	MST * ADV	.000	0				.000
	R * ADV	.335	1	.335	2.194	.141	.013
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	24.565	161	.153			
	Total	8551.372	170				
	Corrected Total	148.823	169				
Strategy	Corrected Model	20.085 ^k	1	20.085	326.884	.000	.863
	Intercept	2699.250	1	2699.250	43929.308	.000	.999
	G	.000	0				.000
	MST	.000	0				.000
	R	.000	0				.000
	ADV	.000	0				.000
	G * MST	.000	0				.000
	G * R	.000	0				.000
	G * ADV	.000	0				.000
	MST * R	.000	0				.000
	MST * ADV	.000	0				.000
	R * ADV	.000	0				.000
	G * MST * R	.000	0				.000
	G * MST * ADV	.000	0				.000
	G * R * ADV	.000	0				.000
	MST * R * ADV	.000	0				.000
	G * MST * R * ADV	.000	0				.000
	Error	3.195	52	.061			
	Total	2887.816	54				
	Corrected Total	23.281	53				
Operations/Support	Corrected Model	97.064 ^l	12	8.089	21.190	.000	.375

	Intercept	10285.985	1	10285.985	26946.680	.000	.985
	G	10.978	1	10.978	28.761	.000	.064
	MST	1.545	1	1.545	4.048	.045	.009
	R	41.366	2	20.683	54.185	.000	.204
	ADV	23.366	4	5.841	15.303	.000	.126
	G * MST	.000	0000
	G * R	.000	0000
	G * ADV	.000	0000
	MST * R	11.107	2	5.554	14.549	.000	.064
	MST * ADV	.000	0000
	R * ADV	.000	0000
	G * MST * R	.000	0000
	G * MST * ADV	.000	0000
	G * R * ADV	.000	0000
	MST * R * ADV	.000	0000
	G * MST * R * ADV	.000	0000
	Error	161.848	424	.382	.	.	.
	Total	23458.881	437
	Corrected Total	258.912	436
Design	Corrected Model	40.657 ^m	6	6.776	458.161	.000	.941
	Intercept	7142.691	1	7142.691	482938.576	.000	1.000
	G	.000	0000
	MST	.458	1	.458	30.993	.000	.152
	R	10.465	2	5.232	353.771	.000	.804
	ADV	19.078	1	19.078	1289.937	.000	.882
	G * MST	.000	0000
	G * R	.000	0000
	G * ADV	.000	0000
	MST * R	.000	0000
	MST * ADV	.000	0000
	R * ADV	.000	0000
	G * MST * R	.000	0000
	G * MST * ADV	.000	0000

G * R * ADV	.000	0				.000
MST * R * ADV	.000	0				.000
G * MST * R * ADV	.000	0				.000
Error	2.559	173		.015		
Total	9314.512	180				
Corrected Total	43.216	179				

- a. R Squared = 1.000 (Adjusted R Squared = .)
- b. R Squared = .830 (Adjusted R Squared = .763)
- c. R Squared = 1.000 (Adjusted R Squared = 1.000)
- d. R Squared = .950 (Adjusted R Squared = .938)
- e. R Squared = .935 (Adjusted R Squared = .925)
- f. R Squared = .674 (Adjusted R Squared = .629)
- g. R Squared = .704 (Adjusted R Squared = .681)
- h. R Squared = .535 (Adjusted R Squared = .498)
- i. R Squared = . (Adjusted R Squared = .)
- j. R Squared = .835 (Adjusted R Squared = .827)
- k. R Squared = .863 (Adjusted R Squared = .860)
- l. R Squared = .375 (Adjusted R Squared = .357)
- m. R Squared = .941 (Adjusted R Squared = .939)

Table A.3 Employees Experiment interactions' analysis

Pairwise Comparisons

Dependent Variable: BDS_INDEX

Marital Status	Career Rank	Career Advancement	(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig. ^c	95% Confidence Interval for Difference ^c	
								Lower Bound	Upper Bound
Married	0-3 years	Going for higher Studies	Male	Female	a,b				
			Female	Male	a,b				
		Character	Male	Female	a				
			Female	Male	b				
		Experience	Male	Female	a,b				
			Female	Male	a,b				
Performance	Male	Female	a						

			Female	Male	. ^b				
	All		Male	Female	-.738 [*]	.370	.046	-1.464	-.012
			Female	Male	.738 [*]	.370	.046	.012	1.464
	Luck		Male	Female	^{a,b}				
			Female	Male	^{a,b}				
3-6 years	Going for higher Studies	Male	Female	^{a,b}					
		Female	Male	^{a,b}					
	Character	Male	Female	^{a,b}					
		Female	Male	^{a,b}					
	Experience	Male	Female	^b					
		Female	Male	^a					
	Performance	Male	Female	^a					
		Female	Male	^b					
	All	Male	Female	-.256	.183	.164	-.616	.104	
		Female	Male	.256	.183	.164	-.104	.616	
Luck	Male	Female	^a						
	Female	Male	^b						
more than 6 years	Going for higher Studies	Male	Female	^b					
		Female	Male	^a					
	Character	Male	Female	^{a,b}					
		Female	Male	^{a,b}					
	Experience	Male	Female	^a					
		Female	Male	^b					
	Performance	Male	Female	^{a,b}					
		Female	Male	^{a,b}					
	All	Male	Female	.252	.134	.059	-.010	.515	
		Female	Male	-.252	.134	.059	-.515	.010	
Luck	Male	Female	^b						
	Female	Male	^a						
Single 0-3 years	Going for higher Studies	Male	Female	-.762	.715	.286	-2.165	.640	
		Female	Male	.762	.715	.286	-.640	2.165	
	Character	Male	Female	^a					
		Female	Male	^b					

Experience	Male	Female		. ^b					
	Female	Male		. ^a					
Performance	Male	Female		.589 [†]	.200	.003		.196	.981
	Female	Male		-.589 [†]	.200	.003		-.981	-.196
All	Male	Female	-	.200 [†]	.094	.033		.016	.384
	Female	Male		-.200 [†]	.094	.033		-.384	-.016
Luck	Male	Female		-.442	.246	.072		-.925	.040
	Female	Male		.442	.246	.072		-.040	.925
3-6 years	Going for higher	Male	Female		. ^b				
	Studies	Female	Male		. ^a				
Character	Male	Female		.669 [†]	.172	.000		.332	1.007
	Female	Male		-.669 [†]	.172	.000		-1.007	-.332
Experience	Male	Female		. ^{a,b}					
	Female	Male		. ^{a,b}					
Performance	Male	Female		. ^b					
	Female	Male		. ^a					
All	Male	Female		-.361 [†]	.102	.000		-.562	-.161
	Female	Male		.361 [†]	.102	.000		.161	.562
Luck	Male	Female		.606 [†]	.251	.016		.115	1.098
	Female	Male		-.606 [†]	.251	.016		-1.098	-.115
more than	Going for higher	Male	Female		. ^b				
	6 years	Studies	Female	Male		. ^a			
Character	Male	Female		. ^{a,b}					
	Female	Male		. ^{a,b}					
Experience	Male	Female		. ^b					
	Female	Male		. ^a					
Performance	Male	Female		. ^{a,b}					
	Female	Male		. ^{a,b}					
All	Male	Female		-.151	.151	.316		-.447	.145
	Female	Male		.151	.151	.316		-.145	.447
Luck	Male	Female		. ^a					
	Female	Male		. ^b					

Based on estimated marginal means

a. The level combination of factors in (I) is not observed.

b. The level combination of factors in (J) is not observed.

c. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

*. The mean difference is significant at the .05 level.

Univariate Tests

Dependent Variable: BDS_INDEX

Marital Status	Rank	Career Advancement		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Married	0-3 years	Going for higher Studies	Contrast	.000	0				.000
			Error	617.869	1295	.477			
		Character	Contrast	.000	0				.000
			Error	617.869	1295	.477			
		Experience	Contrast	.000	0				.000
			Error	617.869	1295	.477			
	Performance	Contrast	.000	0				.000	
		Error	617.869	1295	.477				
	All	Contrast	1.900	1	1.900	3.982	.046	.003	
		Error	617.869	1295	.477				
	Luck	Contrast	.000	0				.000	
		Error	617.869	1295	.477				
3-6 years		Going for higher Studies	Contrast	.000	0				.000
			Error	617.869	1295	.477			
		Character	Contrast	.000	0				.000
			Error	617.869	1295	.477			
		Experience	Contrast	.000	0				.000
			Error	617.869	1295	.477			
	Performance	Contrast	.000	0				.000	
		Error	617.869	1295	.477				
	All	Contrast	.927	1	.927	1.942	.164	.001	
		Error	617.869	1295	.477				
	Luck	Contrast	.000	0				.000	
		Error	617.869	1295	.477				
more than 6 years	Going for higher Studies	Contrast	.000	0				.000	
		Error	617.869	1295	.477				

		Character	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Experience	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Performance	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		All	Contrast	1.698	1	1.698	3.559	.059		.003
			Error	617.869	1295	.477				
		Luck	Contrast	.000	0					.000
			Error	617.869	1295	.477				
Single	0-3 years	Going for higher Studies	Contrast	.543	1	.543	1.137	.286		.001
			Error	617.869	1295	.477				
		Character	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Experience	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Performance	Contrast	4.135	1	4.135	8.667	.003		.007
			Error	617.869	1295	.477				
		All	Contrast	2.169	1	2.169	4.545	.033		.003
			Error	617.869	1295	.477				
		Luck	Contrast	1.546	1	1.546	3.240	.072		.002
			Error	617.869	1295	.477				
	3-6 years	Going for higher Studies	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Character	Contrast	7.226	1	7.226	15.145	.000		.012
			Error	617.869	1295	.477				
		Experience	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		Performance	Contrast	.000	0					.000
			Error	617.869	1295	.477				
		All	Contrast	5.945	1	5.945	12.461	.000		.010
			Error	617.869	1295	.477				
		Luck	Contrast	2.796	1	2.796	5.861	.016		.005
			Error	617.869	1295	.477				

more than 6 years	Going for higher Studies	Contrast	.000	0				.000
		Error	617.869	1295	.477			
	Character	Contrast	.000	0				.000
		Error	617.869	1295	.477			
	Experience	Contrast	-.000	0				.000
		Error	617.869	1295	.477			
	Performance	Contrast	.000	0				.000
		Error	617.869	1295	.477			
	All	Contrast	.480	1	.480	1.006	.316	.001
		Error	617.869	1295	.477			
	Luck	Contrast	.000	0				.000
		Error	617.869	1295	.477			

Each F tests the simple effects of Gender within each level combination of the other effects shown. These tests are based on the estimable linearly independent pairwise comparisons among the estimated marginal means.

Appendix2: HR Correspondence

The following email was sent to the HR departments at Alfa, BLOM and Ericsson:

Dear,

Thank you for taking the time to read. I'm currently leading the research for my MBA thesis, entitled: "Effective Leadership Behavior in Lebanese Business: A perspective on motivational aspects"

The research is an attempt to have a look on what kind of leadership display (Transformational/Transaction/Laissez-Faire) is met by the most motivation on the employees behalf (reflected by their behavioral desirability) in the top Lebanese Industry (Banking and Telecom). That's why, two measurement tools are used:

- MLQ (Multifactor Leadership Questionnaire)-Form 6S: determines the leadership style through 21 items
- BDS (Behavioral Desirability Scale): applied to subordinates, determines the desirability for certain aspects of leader behavior also through 21 items

The MLQ and BDS are both international instruments. The BDS (designed by William Hendrix, 2001) was adapted for this research. The surveys are web-based: a mail, sent to the respondent, will contain a hyperlink to a web-site. The surveys are anonymous: no names are taken, no sensitive information. The respondents will have only to reveal their marital status, gender, seniority and future orientation. Answering the surveys takes typically a maximum of 10 minutes I'm looking to apply approximately 60 surveys in total at your institution: those will be split among middle-managers (20 MLQ) and employees (40 BDS)I have attached the BDS and MLQ for your reference.

Please do not hesitate to contact me for any clarification needed.

Have a good day,

Best Regards,
Frederick Eid

Appendix3: Surveys

A3.1 Leaders' Survey

You have been selected to be part of a Leadership study. This research will determine **Effective Leadership Behavior in the Lebanese workplace.**

You will be answering a series of questions related to leadership behavior. Then, follow five individual questions related to:

- Area of Work
- Gender
- Marital Status
- Seniority
- Future Prospection

The survey is in line with the American Association for Public Opinion Research ethical code. **No personal information is collected in this survey.** The collected information **will not be reused for other purpose** than the one declared above.

This study is the **first of its kind** in Lebanon. Thank you for agreeing to be part of it and taking the time to fill out the answers.

Sincerely,
Frederick Eid
MBA in Strategic Management and Marketing

Multifactor Leadership Questionnaire (MLQ) Form 6S

INSTRUCTIONS: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word *others* may mean your followers, clients, or group members.

Key: 0 = Not at all 2 = Sometimes 4 = Frequently, if not always
 1 = Once in a while 3 = Fairly often 5 = Always

- | | | | | | |
|---|---|---|---|---|---|
| 1. I make others feel good to be around me. | 1 | 2 | 3 | 4 | 5 |
| 2. I express with a few simple words what we could and should do. | 1 | 2 | 3 | 4 | 5 |
| 3. I enable others to think about old problems in new ways. | 1 | 2 | 3 | 4 | 5 |
| 4. I help others develop themselves. | 1 | 2 | 3 | 4 | 5 |
| 5. I tell others what to do if they want to be rewarded for their work. | 1 | 2 | 3 | 4 | 5 |
| 6. I am satisfied when others meet agreed-upon standards. | 1 | 2 | 3 | 4 | 5 |
| 7. I am content to let others continue working in the same way as always. | 1 | 2 | 3 | 4 | 5 |
| 8. Others have complete faith in me. | 1 | 2 | 3 | 4 | 5 |
| 9. I provide appealing images about what we can do. | 1 | 2 | 3 | 4 | 5 |
| 10. I provide others with new ways of looking at puzzling things. | 1 | 2 | 3 | 4 | 5 |
| 11. I let others know how I think they are doing. | 1 | 2 | 3 | 4 | 5 |
| 12. I provide recognition/rewards when others reach their goals. | 1 | 2 | 3 | 4 | 5 |
| 13. As long as things are working, I do not try to change anything. | 1 | 2 | 3 | 4 | 5 |
| 14. Whatever others want to do is OK with me. | 1 | 2 | 3 | 4 | 5 |
| 15. Others are proud to be associated with me. | 1 | 2 | 3 | 4 | 5 |
| 16. I help others find meaning in their work. | 1 | 2 | 3 | 4 | 5 |
| 17. I get others to rethink ideas that they had never questioned before. | 1 | 2 | 3 | 4 | 5 |
| 18. I give personal attention to others who seem rejected. | 1 | 2 | 3 | 4 | 5 |
| 19. I call attention to what others can get for what they accomplish. | 1 | 2 | 3 | 4 | 5 |

20. I tell others the standards they have to know to carry out their work.

1 2 3 4 5

21. I ask no more of others than what is absolutely essential.

1 2 3 4 5

Individual Information: Please fill out the following

1. Area of Work:

- a. Accounting
- b. Administration
- c. Commercial/Corporate Banking
- d. Communications
- e. Customer Care
- f. Financial
- g. Human Resource/Effectiveness
- h. IT
- i. Legal
- j. Logistics
- k. Multimedia
- l. Personal/Consumer Banking
- m. Private Banking
- n. Project Management
- o. R&D
- p. Retail Banking
- q. Sales/Marketing
- r. Strategy
- s. Technical Operations/Support
- t. Technical Design
- u. Treasury and Capital Markets Activities

2. Gender:

- a. Female
- b. Male

3. Marital Status:

- a. Married
- b. Single

4. Years of experience at the company:

- a. 0-3 years
- b. 3-6 years
- c. More than 6 years

5. You consider that advancement in the company is a matter of: (select what you think matters most)

- a. Going for higher studies
- b. Character
- c. Experience
- d. Performance
- e. All of the above
- f. Luck

A3.2 Employees' Survey

You have been selected to be part of a Leadership study. This research will determine **Effective Leadership Behavior in the Lebanese workplace.**

You will be answering a series of questions related to leadership behavior. Then, follow five individual questions related to:

- Area of Work
- Gender
- Marital Status
- Seniority
- Future Prospection

The survey is in line with the American Association for Public Opinion Research ethical code. **No personal information is collected in this survey.** The collected information **will not be reused for other purpose** than the one declared above.

This study is the **first of its kind** in Lebanon. Thank you for agreeing to be part of it and taking the time to fill out the answers.

Sincerely,
Frederick Eid
MBA in Strategic Management and Marketing

Behavioral Desirability Scale (BDS)

Instructions: Each of us has observed behaviors of people that we consider desirable or undesirable, and other behaviors we don't consider to be either desirable or undesirable—they are basically neutral. We also observe that these desirable behaviors and personal characteristics are associated with individuals being effective members of society. This instrument is designed to assess which individual behaviors and personal characteristics **YOU** feel are desirable, undesirable or neither. Using the desirability scale below, please rate each behavior on its desirability.

Extremely Undesirable	Vary Undesirable	Moderately Undesirable	Slightly Undesirable	Neither	Slightly Desirable	Moderately Desirable	Very Desirable	Extremely Desirable
1	2	3	4	5	6	7	8	9

1. No matter how busy, he is a worker that always finds time to help with group projects.
2. A boss lets his workers know that he cares about them.
3. A person, by her actions, shows that she respects every individual and feels all have intrinsic worth.
4. A manager, when conflict arises among his employees, makes an effort to reach a peaceful resolution.
5. A young man is exceptionally capable and uses his skills for the benefit of his organization and coworkers.
6. When a man sees a line in front of his favorite restaurant he tries to find a way to get to the front without waiting.
7. A man takes time of his busy schedule to listen to a friend's problem.
8. A supervisor listens to everyone's ideas and sets up a clear training plan for the entire company.
9. A person makes a point of reading about other beliefs and ideas simply to understand the different views others have.
10. A person uses other people's ideas and influence to get ahead.
11. An employee is usually late for meetings.
12. An organization supports individuals' rights to differ in their spiritual beliefs.
13. A worker consistently produces top quality work.
14. An organization appreciates individuals of different backgrounds and interests.
15. A worker accepts credit for work his coworkers helped him to complete.
16. A coworker tells his friends that his boss is a jerk. This happens after the boss corrects him for a mistake he made.
17. A person is willing to share his views if asked but doesn't impose his views on others.
18. A head manager is very busy but she always makes time to speak with employees that are having problems.
19. When faced with a situation that may give personal benefit, a worker puts the interest of his organization and the welfare of others first.
20. A person is consistent in doing the right thing even when faced with less ethical choices which may profit him or her.
21. When presented with a complex problem a worker forwards it to another worker to solve.

Individual Information: Please fill out the following

1. Area of Work:

- a. Accounting
- b. Administration
- c. Commercial/Corporate Banking
- d. Communications
- e. Customer Care
- f. Financial
- g. Human Resource/Effectiveness
- h. IT
- i. Legal
- j. Logistics
- k. Multimedia
- l. Personal/Consumer Banking
- m. Private Banking
- n. Project Management
- o. R&D
- p. Retail Banking
- q. Sales/Marketing
- r. Strategy
- s. Technical Operations/Support
- t. Technical Design
- u. Treasury and Capital Markets Activities

2. Gender:

- a. Female
- b. Male

3. Marital Status:

- a. Married
- b. Single

4. Years of experience at the company:

- a. 0-3 years
- b. 3-6 years
- c. More than 6 years

5. You consider that advancement in the company is a matter of: (select what you think matters most)

- a. Going for higher studies
- b. Character
- c. Experience
- d. Performance
- e. All of the above
- f. Luck

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