Research Article

The Impact of Social Factors on the Cultural Tendencies and Leadership Preferences: The Moderating Role of Organizational Culture

Sosyal Faktörlerin Kültürel Eğilimler ve Liderlik Tercihleri üzerindeki Etkisi: Örgüt Kültürünün Düzenleyici Rolü*

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A B S T R A C T

This study aims to examine the relationship between individuals' leadership preferences and social factors in organizations, considering the moderating effect of organizational culture. Data was collected through 242 questionnaires from production companies in the Organized Industrial Zones of Istanbul. When the findings are generally evaluated, it was concluded that individuals' social factors directly affect both their leadership preferences and cultural tendencies at individualism and collectivism dimensions. It was found that the authoritarian dimension of the social factor positively influenced collectivist cultural tendencies and paternalistic leadership preferences, while the democracy dimension of the social factor positively influenced both individualistic and collectivist cultural tendencies, democratic leadership preferences and servant leadership. In addition, it was found that the perception of organizational culture did not affect social factors and individualism or collectivism cultural dimensions but had a direct positive effect on leadership preferences.

ÖZ

Bu çalışma, örgüt kültürünün düzenleyici etkisini dikkate alarak, örgütlerdeki bireylerin liderlik tercihleri ile sosyal faktörler arasındaki ilişkiyi incelemeyi amaçlamaktadır. İstanbul'daki Organize Sanayi Bölgesindeki üretim şirketlerinden 242 soru kağıdı elde edilmiştir. Bulgular genel olarak değerlendirildiğinde, bireylerin sosyal faktörlerinin hem liderlik tercihlerini hem de bireycilik ve kolektivizm boyutlarındaki kültürel eğilimlerini doğrudan etkilediği sonucuna varılmıştır. Sosyal faktörün otoriterlik boyutunun kolektivist kültürel eğilimleri ve paternalist liderlik tercihlerini pozitif yönlü etkilediği, sosyal faktörün demokrasi boyutunun ise hem bireyci ve kolektivist kültürel eğilimleri hem de demokratik liderlik tercihlerini ve hizmetkâr liderliği pozitif yönlü etkilediği bulunmuştur. Ayrıca, örgüt kültürü algısının sosyal faktörleri ve bireycilik veya toplulukçuluk kültürel boyutlarını etkilemediği, ancak liderlik tercihleri üzerinde doğrudan pozitif yönlü bir etkisi olduğu bulunmuştur.

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1. INTRODUCTION

The purpose of this study is to contribute to theory and practice by examining the influence between employees' social factors (SFs) and leadership preferences (LPs) in terms of cultural theory. This study is especially important in terms of leader-employee fit. In this study, SFs consist of the individual's family, close environment and school environment. It is undeniable that these SFs are of great importance in the behavior of the individual. Therefore, individuals will expect from the leader in the organization the habitual and learned behaviors they have acquired from the environment they have grown up in (Özen, 1996).

Unlike the culture-leadership studies in the related literature, this research focuses on the SFs of individuals. It examines SFs at two extreme points such as authoritarian and democratic dimensions. While authoritarian creates an overly oppressive environmental model, democracy creates a loving, respectful and understanding environmental model. The environment in which individuals grow up is evaluated at these two extreme points (Kağıtçıbaşı, 2006). Therefore, it is expected that this research will fill an important gap by focusing on the social dimension that the existing literature does not focus on, such as what the cultural tendencies of individuals growing up in an authoritarian or democratic environment will be and how it will affect their leadership preferences.

Kağıtçıbaşı (2006)'s dimensions of authoritarian and democratic (emotional interaction) are considered to investigate individuals' SFs (family, close environment, education). As a result, the study examines the influence of individualism and collectivism cultural tendencies, selected from Hofstede (2001)'s societal culture dimensions, on LPs in organizations and the guiding effect of organizational culture. Thus, this study aims to explain the impact of SFs such as family, close environment, and education on an individual's personality and how this effect, associated with social and organizational culture, influences LPs.

This study examines the mediating role of individualism and collectivist cultural tendencies in the impact of SFs on LPs. It is acknowledged in various studies that individuals' individualistic and collectivist tendencies influence LPs (House, Hanges & Javidan, 2004; Lewis, 1996; Aycan, 2001; Aycan & Paşa, 2003; Aycan & Kanungo, 2000). Aycan & Kanungo (2000) indicate that paternalistic beliefs are common in Turkish culture. Similar results have been found by Sargut (1996) and Wasti & Erdil (2007). Additionally, Paşa, Kabasakal & Bodur (2001) concluded in their study that there is a significant relationship between paternalistic beliefs and collectivism. However, this study aims to contribute to the literature by focusing on the impact of individuals' SFs on their cultural tendencies and LPs.

Nişancı (2012) suggests that organizational culture bears traces of national culture, and models of organizational culture such as hierarchy, clan, market, adhocracy reflect manifestations of elements from national culture into organizations. House et al. (2004) in the GLOBE study also found undeniable effects of national culture on organizational culture. For instance, Yeloğlu (2011), proposes that as individuals in Turkish society exhibit more collectivist cultural tendencies, adhocratic organizational structures increase.

Our study is theoretically based on cultural theory. The object examined by the cultural approach is not the behavior itself, but the values, beliefs and assumptions that generally direct individuals or organizations to this behavior. In this approach, the organization is considered not only as an organizational structure, but also as a cultural entity that creates common meanings by interacting with the social structure it is in and is affected by the meanings. These common meanings (for example, values) behind organizational behavior are tried to be explained in the context of not only the organizational environment of the organization but also the social culture surrounding it. Its focus on the values behind organizational behavior and its consideration of the organizational and social environmental in its explanation make the cultural approach deeper and more comprehensive than approaches whose roots are based on rationality (İlhan, 2006). In line with these arguments, we examine the relationship between individuals' interaction with SFs and LPs in organizations in Turkish firms.

It is believed that besides its theoretical contribution, this study will also benefit practitioners. This study suggests that practitioners or business leaders can contribute to achieving leadership and employee alignment in their organizations by evaluating individuals' SFs, especially within the context of family and close relationships, and understanding that not every individual develops with the same behavioral patterns (authoritarian or democratic behaviors). They may also consider that individuals can possess different personality traits and expect similar behavior from their workplace leaders. Therefore, this awareness could potentially enhance leadership and employee harmony within the organization.

This study is structured as follows: It begins with the theoretical framework and hypotheses development. Then, the methodology is explained, and then the main findings are presented and discussed. Finally, the study identifies limitations that affected the execution of this study and has subsequently generated several recommendations for future studies.

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

In this study we focused on what and how the SFs of individuals will affect their LPs. We tried to explain this relationship with the mediating effect of individualism and collectivism dimensions (see Figure 1 for the theoretical model).

stand out with their competitive, hedonistic and egocentric aspects. Collectivist individuals, on the other hand, focus on the group they belong to rather than themselves and prioritize socialization, mutual relations and solidarity (Triandis, 1995). Over time, researchers have increasingly emphasized that cultural groups as a whole and individuals within cultures embrace both individualism and collectivism (Lansford, Susannah, Suha, Dario, Marc & et al., 2021). For example, an analysis of the evolution of individualism and collectivism in Japan over time found that while Japanese culture has become more individualistic over time, individuals continue to adopt many attitudes and behaviors characteristic of collectivism (Ogihara, 2017). However, some of this shift in perspectives is likely to be the result of real social changes over time-related to changing gender roles, urbanization, globalization, the use of technology, and other factors (Kağıtçıbaşı, 2006).
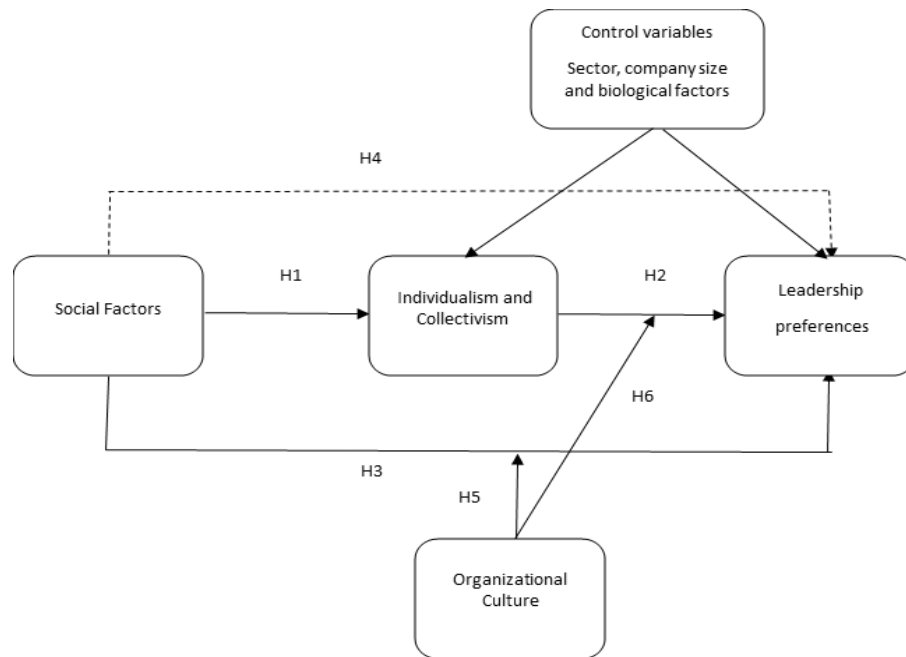

Figure 1: Theoretical Model

2.1. The Effects of Social Factors on Individualism and Collectivism Cultural Dimensions

Individualistic individuals develop their self by focusing on themselves and stand out with their competitive, hedonistic, and self-centered aspects. Collectivist individuals, on the other hand, focus on the group they belong to rather than themselves and prioritize socialization, mutual relationships, and solidarity (Triandis, 1995). Hofstede (1980)'s study focused solely on the individualistic and collectivist tendencies of societies. Individualistic individuals develop their selves by focusing on themselves and

In the study, SFs consist of the individual's family, close environment and school environment. The most important SFs is the family. Kağıtçıbaşı (2006) suggests that family structure can be analyzed in two basic dimensions: authoritarian and democratic. For example, in authoritarian family structures, when authority is exercised over the child in the form of restriction, pressure, excessive discipline and physical punishment, the child is likely to develop a personality that is generally dependent on external control, lacks autonomy, avoids change, is resistant to criticism, and is overly obedient to life and self. In democratic family structures where there is no excessive discipline and restriction, the child is likely

to develop a personality characterized by internal control and individuality. They become capable of autonomous behavior, are not averse to change and innovation, display optimism, are open to criticism, and do not submit to authority under all circumstances. The teacher-student relationship, like the parent-child relationship, involves authority dynamics. It is believed that children, especially in the early stages of the educational process, may develop personality traits similar to those of their family's authoritarian or egalitarian structure when encountering authoritarian or egalitarian teachers (Özen, 1996).

H_1: The SFs affect an individual's cultural tendencies at individualism and collectivism cultural dimensions.

H_{1a}: As the individual's authoritarian attitude increases, individual's collectivism tendency will increase.

H_{1b}: As the individual's authoritarian attitude increases, individual's individualism tendency will increase.

2.2. The Effects of Individualism and Collectivism Cultural Dimensions on the Leadership Preferences

In organizational settings, guiding employees is critical for groups and organizations to effectively fulfill their responsibilities, with leadership playing a crucial role (Kırca & Basım, 2024). Lewis (1996) asserts that it is not possible to separate leadership from culture due to the different values and beliefs of cultures. The GLOBE study (House et al., 2004), one of the most important leadership and culture studies, has revealed that countries are clustered based on cultural similarities. In the study, it was found that attitudes toward leadership styles can vary from culture to culture. Leaders should make choices regarding leadership models in different cultural contexts, considering the cultural characteristics of the individuals they will lead and their LPs (Yeşil, 2013).

In our study, three different leadership styles have been preferred. Firstly, paternalistic leadership is the most suitable leadership style for Turkish culture and is commonly observed in organizations. Aycan & Kanungo (2000) found that Turkish employees expect their managers and leaders to be paternalistic.

The findings indicate that in the Turkish cultural context, leaders who protect the interests of employees, share their problems and joys, are participative, open, interested in non-work-related issues, value professional development, and create a

family-like atmosphere in the organization are preferred. As Aycan (2006) pointed out, paternalistic leaders strengthen loyalty between themselves and their employees through an emotional bond. Therefore, individuals who desire such a leader are likely to have a collectivist orientation. Indeed, individuals with a collectivist cultural orientation demonstrate strong attachment and obedient behavior to their group. Thus, it is expected that an individual's collectivist orientation influences their preference for paternalistic leaders (Hofstede, 2001). Secondly, the literature reports that the democratic behavior of leaders helps leaders to implement their plans, motivate coworkers, and utilize better managerial ideas in organizations (Nedelko & Potocan, 2021). Democratic leaders also given opportunities to demonstrate and enhance their creativity, supported by their leader. With these attributes, democratic leadership resembles the democratic structure of the family where an individual was raised. Lastly, servant leadership, on the other hand, prioritizes the needs of followers. It is an approach where leaders sacrifice their own interests to understand and satisfy the needs of their followers, relying on direct communication (Greenleaf, 2002). Servant leaders create a social context that prioritizes the growth and success of their followers, facilitating personal development for each follower (Liden, Wayne, Liao & Meuser, 2014). By supporting the personal growth of their followers, servant leaders focus on benefiting them through empathy, listening, understanding, and showing compassion even in times of mistakes. They provide opportunities and empowerment to reveal their followers' talents, set challenging goals that they can surpass, and take any risks necessary to support their personal development (Özgür & Özel, 2021). Individuals with individualistic tendencies, who prioritize their own interests and personal development over the group, are expected to have a high preference for leaders who exhibit such behavior patterns.

H_2: Both individualism and collectivism cultural dimensions affects individuals' leadership preferences.

H_{2a}: As individuals' levels of collectivist cultural tendencies increase, their preference for paternalistic leadership also increases.

H_{2b}: As individuals' levels of individualistic cultural tendencies increase, their preferences for democratic leadership and servant leadership also increase.

2.3. The Effects of Social Factors on the Leadership Preferences

Parents' attitudes are shaped by a range of sociodemographic factors, both at the cultural level and at the individual level. For example, at the cultural level, some countries emphasize a democratic approach to parenting that encompasses children's rights in the family and society at large (Sorbring, Gurdal & Rothenberg, 2021), while other countries emphasize more authoritarian parenting attitudes in the context of hierarchical parent-child relationships (Osman, Randell, Mohamed & Sorbring, 2021). In authoritarian family structures where authority is used in negative ways such as restriction, coercion, excessive discipline and physical punishment, the child usually develops a personality that is dependent on external control, lacks autonomy, avoids change, is resistant to criticism, has difficulty loving himself/herself and life, and is overly obedient to authority (Kağıtçıbaşı, 2006).

It is believed that individuals with high dependency within groups will also expect authoritarian behavior from the leader they will work with in the future. We believe that the authoritarian behaviors encountered in paternalistic leadership will influence individuals' preferences for paternalistic leadership. Another dimension of family structure is the level of democracy between parents and children. In this dimension, feelings such as compassion, love, and protection can be expressed. However, in cases of extreme behavior, family structures can lead to emotional dependency, and as a result, the child may not be very cooperative and may develop a personality inclined towards individualism and autonomy (Kağıtçıbaşı, 2006). We believe that the democratic behaviors encountered in democratic leadership will influence individuals' preferences for democratic leadership. And finally, the attitudes of individuals' school and close environment are also important. As for the close environment, individuals' neighborhood friends, neighbors, and close relatives can be considered.

As for the school environment, especially teachers, play a significant role in shaping individuals' personalities and cultural development. Especially in the early stages of education, it is thought that children encountering authoritarian or democratic teachers may develop different personality traits, like those in their family structures (Özen, 1996). Democratically raised individuals learn to make decisions freely about their future from their teachers. With the guidance and service of their families and teachers, individuals aim to reach the best conditions. However, the need for supportive and relational behaviors from leaders can vary according to individuals' cultural values. Therefore, employees may need guidance from their leaders in their work (Aktaş & Sargut, 2011). Thus, we believe that the individual's SFs will influence their preference for servant leadership.

H_3: The SFs affect the individual'LPs.

H_{3a}: As the SFs exhibit more authoritarian behaviors, individuals' preferences for paternalistic leadership increase.

H_{3b}: As the SFs demonstrate more democratic behaviors, individuals' preferences for democratic leadership and servant leadership increase.

2.4. The Mediating Effects of Individualism and Collectivism Cultural Dimensions

Considering the importance of leadership, the adaptation behaviors and autonomy demands of individuals living in society vary within the framework of cultural values. It is believed that cultural values influence individuals' levels of social interaction and need for social support (Hofstede, 1980). The social environmental in which an individual is raised is also stated to be highly influential in the formation of cultural values. The societal behavior patterns, which are reflections of the cultural values of the parents who raise the individual, greatly affect the individual's personality traits. While some parents have a democratic behavior pattern, others exhibit authoritarian behavior. Individuals raised with these behavior patterns also seek the cultural values they are accustomed to in the organizations they will work for. Therefore, the need for supportive and sincere behavior from leaders will vary according to individuals' cultural values (Aktaş & Sargut, 2011).

Collectivities derive their existence from a sense of obligation and longitudinal commitment that binds individuals to ingroups of similarly connected others. The identity of an ontological collectivist is entirely linked to membership. If membership is lost, so is the sense of personal integrity and social stability derived from the collectivity. Groups, organizations, neighborhoods and communities are the basic building blocks of the social world. For ontological collectivists, collectivities are primary entities and individuals are secondary and partial entities (Wagner, 2023). In contrast, in individualistic cultures that foster an environment of individualism, uniqueness, well-defined interpersonal boundaries and self-sufficiency, individuals tend to view themselves as discrete subjects acting independently of others and develop an independent self-concept (Oyserman, 2011).

Based on the understanding that individuals with individualistic tendencies have higher motivations for self-realization, a need for autonomy, and a necessity for self-regulation (Triandis & Suh, 2002), it is reasonable to anticipate that individualistic employees would require less direction and planning from their leaders regarding their tasks. Consequently, interventions by leaders might be perceived as unwelcome by employees. Therefore, we believe that individualistic employees would be more inclined to prefer a servant and democratic leader. The internal group ties specific to collectivists are stronger compared to individualists (Triandis & Suh, 2002). Therefore, for collectivists, the social support from group members is more important in coping with difficult situations compared to individualists. It is believed that the need for the elements of social support provided by relational leadership will be less for individualistic individuals, who are emotionally distant from groups. On the other hand, for collectivists who have a high sense of loyalty and act together, the need for friendship and support-based relational leadership will be higher. Therefore, we believe that the likelihood of collectivist employees preferring a paternalistic leader is higher.

H4: Individualism and collectivism cultural dimensions play a mediating role between the SFs and leadership preferences.

2.5. The Moderating Effects of the Organizational Culture on the Relationship Between Social Factors and Leadership Preferences

Organizations must prioritize their organizational culture to ensure operational stability and effectiveness. In this context, organizational culture refers to the shared beliefs and values that shape the mindset and attitudes of employees within the institution. Acting as a driving force, organizational culture promotes both individual effort and collaboration, while fostering a shared understanding of the organization's goals and the means by which they are to be achieved (Narayana, 2017). Considering that organizational culture influences the behavior of the individuals it encompasses (Köse, Tetik & Ercan, 2001), it is likely that individuals are influenced by the culture of the organization in which they spend a portion of their time. Therefore, we propose the assumption that the LPs of an individual, who has existed within an authoritarian or democratic SF, may shift under the influence of the organizational culture they are part of.

We included three different organizational cultures in this study. Firstly, clan culture creates a climate like a family environment. In this culture, organizations act not only as economic units but also as family units. Therefore, concepts such as teamwork, harmony, job rotation, and participation in management are more effective. In this culture, individuals' opinions on how to do their jobs better are respected, and opportunities are provided for them to develop themselves (Cameron & Quinn, 2006). In this type of organization, leaders are expected to adopt a paternalistic approach, and organizational leaders are seen to take on roles such as mentor, guide, and even parental figure. We believed it would be important to include paternalistic leaders in clan culture due to their collectivist values.

Second, market culture is characterized by goal orientation, control and stability in organizational settings. The common goal of this type of culture is to compete and win; a competitive and result-oriented mentality prevails among individuals (Cameron & Quinn, 2006). Therefore, it can be assumed that in a market culture everyone should pursue their own self-interest. We chose to prioritize market culture because of its competitive structure, which we believe reflects individualistic values.

Finally, agile culture is addressed. Strode, Huff & Tretiakov (2009) emphasize that for agility to exist as a method in organizations, certain requirements must be met. Among these requirements are the importance of learning and feedback, communication within the organization involving collaborative competition and being trust-building, the significance of teamwork, the organization supporting flexibility, participation, and social interaction, empowering individuals in the work environment, and the presence of collaborative leaders. We chose to prioritize agile culture due to its recent popularity and its flexible, participatory, and collaborative characteristics, which we believe reflect both individualistic and collectivist traits. Three different types of organizational culture are believed to moderate the relationship between individuals' SFs and LPs.

H5: The organizational culture has a moderating effect the relationship between the SFs and leadership preferences.

H5a: The clan culture has a moderating effect the relationship between the authoritarian behaviors of SFs and paternalist LPs.

H5b: The market culture has a moderating effect the relationship between democracy behaviors of SFs and democratic LPs.

H5c: The agile organizational culture has a moderating effect the relationship between democracy behaviors of SFs and democratic LPs.

2.6. The Moderating Effects of the Organizational Culture on the Relationship Between İndividualism/Collectivism and Leadership Preferences

In individualistic societies, individuals' characteristics such as autonomy, self-confidence, and the ability to make their own decisions are prominent (Wagner, 2023). Therefore, the likelihood of leadership behaviors carrying paternalistic features is low. Consequently, we expect that employees' preferences for paternalistic leadership will be low. On the other hand, in collectivist societies, where group consciousness, taking responsibility for others, mutual commitment, hierarchy, and vertical relationships are emphasized, it is thought that leadership behaviors are more likely to carry sacrificial, paternalistic, and protective features (Wagner, 2023). Therefore, we expect that employees' preferences for paternalistic leadership will be high while their preference for democratic leadership will be low.

We expect the organization culture types (clan/market/agile) to regulate these relationships. Similarities can be identified between the clan-type organizational culture, characterized by the prominent "we" feeling and protective behaviors emphasizing the family concept, and paternalistic leadership. Therefore, the reflection of paternalism in organizations suggests that the relationship between leaders and employees is akin to a parent-child relationship (Çalışkan, 2015). Market culture, on the other hand, focuses on winning employees by nurturing a spirit of competition and success. In such organizations, individuals adopt a results-oriented approach and aim for success in their endeavors. In market culture, everyone receives rewards based on their individual contributions (Ouchi, 1981). Therefore, we expect that individualistic individuals may thrive in such organizations and may prefer a democratic leader. In agile culture, there are characteristics such as valuing learning and feedback, fostering open and collaborative communication within the organization, valuing teamwork, promoting a flexible, participatory, and socially interactive environment, empowering individuals in the workspace, and having collaborative leaders (Strode et al., 2009). Thus, we anticipate that individualistic individuals may also thrive in such organizations and may prefer a democratic leader.

H_6: The organizational culture has a moderating effect the relationship between the individualism and collectivism cultural tendencies and the leadership preferences

H_{6a}: The clan culture has a moderating effect the relationship between collectivism and paternalistic LPs.

H_{6b}: The market culture has a moderating effect the relationship between the individualism and democratic LPs.

H_{6c}: The agile culture has a moderating effect the relationship between the individualism and democratic LPs.

3. METHOD

3.1. Sample and Procedure

The sample of our study consists of production enterprises operating in Istanbul Organized Industrial Zones. In our study, we found it appropriate to use the random sampling method since the selected individuals were equal in terms of their characteristics and there was no need for any clustering. The questionnaires were obtained from 242 companies selected by random sampling. We used 5-likert scale and some open-ended questions. Open-ended questions and demographic information were asked to learn more about the SFs of the participants. Since this study is limited to manufacturing enterprises in the Organized Industrial Zone in Istanbul, it can be said that the sample selected reflects the representativeness of the study population. Some researchers have emphasized that the minimum sample size may vary according to the number of items in the study. According to Cattell (1978), the minimum sample size should be around 3 to 6 times the total number of items, while according to Hair, Black, Babin & Anderson (2010), it should be at least 5 times this number. Therefore, considering the number of items (31) in our study, it can be said that the sample has the power to represent the universe with 242 individuals. Ethics committee document has been submitted. Turnitin report is also uploaded.

3.2. Construct Measures

The questionnaire consists of a total of 67 items. It includes Özen's (1996) Public Administration Culture scale, Wasti & Erdil's (2007) INDCOL scale, Nas & Doğan's (2020) paternalistic leadership scale, Liden et al.'s (2014) servant leadership scale, Yücel's (2007) organizational culture scale, and Coşar's (2020) digital and agile culture scale. The factor loadings of the scale items must exceed 0.50 to meet the measurement requirement (Hair, Hult, Ringle & Sarstedt, 2014). In the study, items with factor loadings below 0.50 were removed. The 10th question related to the democratic leadership variable, the 8th and 3rd questions related to the

authoritarian variable, and the 7th and 6th questions related to the democratic variable were excluded. As the AVE value for the individualism dimension was found to be below 0.50, nine items were removed from the scale to increase the AVE value. Factor loadings, Cronbach's Alpha coefficient, CR

coefficient, and AVE values for variables and dimensions are presented in Table 1. It is observed that the Cronbach's Alpha reliability coefficients for the dimensions of authoritarian, individualism, and collectivism are low (see Table 1). One possible reason for these low reliability coefficients could be

Table 1: Reliability and Validity Analyses Results

Variables and components	Factor load	α*(Cronbach Alpha)	CR**	AVE***
SFs				
authoritarian _ 4	0,736	0,668	0,836	0,722
authoritarian _ 5	0,922			
Democratic_ 1	0.829	0,827	0.920	0,852
Democratic_ 2	0.833			
Individualism and collectivism				
Individualism_ 5	0,825	0,493	0,798	0,663
Individualism_ 7	0,804			
Collectivizm_ 12	0.886	0,524	0,801	0,670
Collectivizm_ 13	0,748			
LPs				
DL_ 3	0.834	0,716	0,840	0,637
DL_ 4	0,720			
DL_ 11	0.834			
SL _ 1	0.814	0,820	0,881	0,650
SL _ 2	0.858			
SL _ 6	0,735			
SL _ 7	0,813			
PL_ 5	0.782	0,729	0,846	0,646
PL_ 8	0,828			
PL_ 9	0,800			
OC				
CC_ 1	0.859	0,884	0,920	0,741
CC_ 2	0.868			
CC_ 3	0.847			
CC _ 4	0.870			
MC_ 5	0.829	0,889	0,918	0,692
MC_ 6	0.859			
MC_ 7	0.822			
MC_ 8	0.864			
MC_9	0,783			
AC_10	0.852	0,809	0,875	0,637
AC_11	0,681			
AC_12	0.856			
AC_13	0.792			

Note: *PL: Paternalistic leadership, DL: Democratic leadership, SL: Servant leadership, CC:Clan Culture, MC: Market culture, AC: Agile culture

Table 2: Result of Inter-Item Correlation Analysis

		1	2	3	4	5	6
SFs_ authoritarian _ 4	correlation coefficient	1					
SFs_ authoritarian _ 5	correlation coefficient	,491**	1				
Individualism_ 5	correlation coefficient	,065	,144*	1			
Individualism_ 7	correlation coefficient	-,102	-,027	,299**	1		
Collectivizm_ 12	correlation coefficient	,164*	,243**	,204**	,149*	1	
Collectivizm_ 13	correlation coefficient	,153*	,250**	,153*	,165*	,384**	1

**Correlation is significant at the 0.01 level
*Correlation is significant at the 0.05 level
*SFs: Social Factors

the limited number of items each factor has. Indeed, it is known that Cronbach's Alpha is sensitive to the

In the research model, VIF values need to be calculated for linear analysis. As stated by Hair et al.

Table 3: Fornell-Larcker Criterion

	Individualism	DL	Democratic	SL	CC	Collectivizm	PL	MC	Authoritarian	AC
Individualism	**0.814**									
DL	0.484	**0.797**								
Democratic	0.313	0.362	**0.923**							
SL	0.489	0.798	0.398	**0.806**						
CC	0.247	0.334	0.337	0.434	**0.861**					
Collectivizm	0.242	0.435	0.303	0.487	0.255	**0.819**				
PL	0.209	0.365	0.235	0.432	0.356	0.445	**0.806**			
MC	0.280	0.368	0.281	0.418	0.763	0.233	0.224	**0.832**		
Authoritarian	0.061	0.055	0.075	0.088	0.050	0.293	0.231	0.064	**0.850**	
AC	0.256	0.313	0.307	0.421	0.654	0.380	0.298	0.683	0.207	**0.798**

* PL: Paternalistic leadership, DL: Democratic leadership, SL: Servant leadership, CC: Clan Culture, MC: Market culture, AC: Agile culture

Table 4: Heterotrait-Monotrait (HTMT) Ratio

	INDCOL	LPs	OC	social factors	OC x SFs	OC x INDCOL
INDCOL						
LPs	0.941					
OC	0.551	0.534				
SFs	0.777	0.538	0.435			
OC x SFs	0.280	0.277	0.203	0.234		
OC x INDCOL	0.475	0.323	0.292	0.195	0.566	

Note: INDCOL: Individualism and Collectivism, SFs: Social Factors, LPs: Leadership Preferences, OC: Organizational Culture

number of items in the scale and increases as the number of items increases (Şencan, 2005). However, in the literature, for factors composed of only two items, it has been suggested that instead of Cronbach's Alpha, a more appropriate approach would be to evaluate the significance of the correlation coefficient between the items (Demir, Okan & Bostan, 2015). It shows that the correlation analysis of the items yielded significant results (see Table 2).

Our constructs' validity and reliability were assessed using confirmatory factor analysis (Fornell & Larcker, 1981). The Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratios for discriminant validity were found to be at an acceptable level (See Table 3 and Table 4).

(2014), it is desirable for the VIF values of variables to be below 5. In the study, it was found that the VIF values were below 5. When examining the R^2 values, it is observed that SFs explain 25.6% of cultural tendency, and cultural tendency explains 46.9% of the LPs related to SFs. Regarding the f^2 values, SFs ($f^2 = 0.344$) have a moderate effect on cultural tendency; cultural tendency ($f^2 = 0.409$) has a high effect on LPs, and SFs ($f^2 = 0.073$) have a low effect on LPs (see Table 5). Additionally, it is noted that the

Q^2 values of each hypothesis are greater than 0, indicating that each hypothesis has sufficient predictive power (Peng & Lai, 2012 ranges are accepted).

Table 5: Research Model's R2, f2, Q2, and VIF Analysis Results

Hypothesis	Paths	R^2	f^2	Q^2	VIF
H1	SFs => Individualism and collectivism	0,198	0,247	0,067	1,011
H2	Individualism and collectivism => LP	0,509	0,353	0,220	1,446
H3	SF=> LPs		0,015		1,334

* SFs: Social Factors, LPs: Leadership Preferences

3.3. Descriptive Statistics

It shows that 36.8 % of the participants are female and 63.2 % are male (see Table 3). The majority of the sample is between the ages of 25-34 with a rate of 44.2 %. The education level of the individuals participating in the study was 41.7% high school graduate, while 22.3 % had a bachelor's degree (see Table 6). See Table 7 for data on the participants' working life.

3.4. Hypothesis Testing and Results

PLS-SEM was used to test the hypotheses in the study. PLS-SEM method has advantages over other methods in discovering latent structures, determining

Table 6: Demographic and Social İnformation of The Participants

	Variable	Frequency	Percentage
Gender	Female	89	36,8
	Male	153	63,2
	Total	242	100,0
Age	17-24	24	9,9
	25-34	107	44,2
	35-44	68	28,1
	45-54	43	17,8
	Total	242	100,0
Educational background	Primary education	37	15,3
	High school	101	41,7
	Associate degree	33	13,6
	Bachelor degree	54	22,3
	Master's degree	16	6,6
	Doctor's degree	1	0,4
	Total	242	100,0
Mother's education level	Primary education	157	64,9
	High school	50	20,7
	Bachelor degree	29	12,0
	Master's degree	4	1,7
	Doctor's degree	2	0,8
	Total	242	100,0
Father's education level	Primary education	133	55,0
	High school	65	26,9
	Bachelor degree	36	14,9
	Master's degree	3	1,2
	Doctor's degree	5	2,1
	Total	242	100,0
Family income	Low	63	26,0
	Medium	127	52,5
	High	52	21,5
	Total	242	100,0

Table 7: Information on Participants' Working Lives

	Variable	Frequency	Percentage
Company size	Small	53	21,9
	Medium-sized	12	5,0
	Large	11	4,5
	Total	76	31,4
Working hours (year)	Less than 1	67	27,7
	1-3	86	35,5
	4-6	43	17,8
	7-9	15	6,2
	More than 10	31	12,8
	Total	242	100,0

complex relationships between variables, and working with small sample sizes. Therefore, PLS-SEM method has been preferred to effectively address complex research problems (Başol, 2018).

According to the path analysis results, some hypotheses are supported while others are not supported. See Table 8 for path analysis results for the hypotheses. See also Table 9 for the effect of control variables on other variables.

been supported. The H_2 hypothesis, which addresses the impact of cultural tendencies on LPs, has also been found significant. The H_{2a} hypothesis, which concerns the effect of collectivist cultural tendencies on paternalistic LPs, has been found significant. Similarly, the H_{2b} hypothesis regarding the effect of individualist cultural tendencies on democratic LPs has been found significant. The H_3 hypothesis regarding the impact of SFs on LPs was supported. The H_{3a} hypothesis regarding the impact of

Table 8: The Path Analysis Results

Hypothesis	β values	T statistic values	P values	Results
SF => Individualism and Collectivism (H1)	0,513	8,994	0,000	Supported
Authoritarian => collectivism (H_1a)	0,270	4,672	0,000	Supported
Democratic => Individualism (H_1b)	0,313	4,379	0,000	Supported
Individualism and collectivism => LPs (H_2)	0,462	5,759	0,000	Supported
Collectivism => PL (H_2a)	0,368	5,506	0,000	Supported
Individualism => DL (H_2b)	0,306	4,079	0,000	Supported
SF=> Leadership (H_3)	0,172	2,570	0,010	Supported
Authoritarian => PL (H_3a)	0,130	2,126	0,034	Supported
Democratic => DL (H_3b)	0,126	2,148	0,032	Supported
SF => Individualism and collectivism =>Leadership (H_4)	0,237	4,102	0,000	Supported
OC * SF => Leadership (H_5)	0,036	0,562	0,574	Unsupported
CC * authoritarian => PL (H_5a)	0,079	0,806	0,420	Unsupported
MC * Democratic => DL (H_5b)	0,084	0,840	0,399	Unsupported
AC * Democratic => DL (H_5c)	0,042	0,453	0,651	Unsupported
OC * Individualism and collectivism => Leadership (H_6)	0,059	1,002	0,317	Unsupported
CC* Collectivism => PL (H_6a)	0,145	1,071	0,284	Unsupported
MC * Individualism => DL (H_6b)	0,230	1,586	0,113	Unsupported
AC * Individualism => DL (H_6c)	0,044	0,397	0,691	Unsupported

* SFs: Social Factors, LPs: Leadership Preferences, OC: Organizational Culture, PL:

Table 9: The Effect of Control Variables on other Variables

Control Variables	β values
Control variables => Individualism	0,019
Control variables =>Collectivism	0,027
Control variables => PL	0,098
Control variables => DL	0,025
Control variables => SL	0,000

Based on the results, the H_1 hypothesis regarding the impact of SFs on cultural tendencies has been supported. Additionally, the H_{1a} hypothesis regarding the effect of authoritarian on collectivist tendencies and the H_{1b} hypothesis regarding the effect of democracy on individualist tendencies have

authoritarian on paternalistic LPs and the H_{3b} hypothesis regarding the impact of democracy on democratic LPs were also supported. Therefore, individualism and collectivist cultural tendencies mediate the effect of SFs on individuals' LPs. The H_4 hypothesis regarding the mediating effect of cultural

tendencies on the influence of SFs on LPs has been supported. However, the H₅ hypothesis and its sub-hypotheses regarding the moderating effect of organizational culture on the influence of SFs on LPs have not been supported. Additionally, the H6 hypothesis and its sub-hypotheses regarding the moderating effect of organizational culture on the influence of cultural tendencies on LPs have not been supported.

4. CONCLUSION, LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The purpose of this study is to contribute to theory and practice by examining the effect between employees' SFs and LPs. Also, the effect of individualism and collectivism tendencies and organizational culture on this effect were also examined.

In the light of the findings, it was concluded that individuals' SFs have an impact on both individualistic and collectivistic tendencies and on LPs. According to Bandura's (1971) social learning theory, individuals can learn behaviors by observing, modeling, imitating, identifying and internalizing others. Children who grow up in families where authoritarian behaviors are dominant develop the belief that their feelings and thoughts are valuable only when they are approved by the authority and form an externally controlled personality (Cüceloglu, 2019). Our study supports this theory and view and individuals transfer the behavior patterns they learn from their SFs to their cultural tendencies and LPs. In our study, it was also concluded that individualistic and collectivist tendencies directly positively affect leadership preferences. This result supports other studies in the literature (Aycan, 2001; House et al., 2004; Demirel & Kişman; 2014; Saylık, 2017; Yüksel & Durna, 2019; Özkan, 2020). As a result of the study, the LPs of individualistic individuals with democratic was democratic leadership, while the LPs of collectivist individuals with authoritarian was paternalistic leadership. In his study, Kağıtçıbaşı (2006) emphasized that individuals living in a society may have both individualistic tendencies and collectivist tendencies, but only one tendency may be more dominant. This study also has results that support Kağıtçıbaşı.

In our study, it was hypothesized that organizational culture could play a moderating role in the relationship between individualism-collectivism tendencies and LPs. The literature appeared to support our argument (House et al., 2004; Eğinli & Çakır, 2011; Ay, 2014; Özkoç & Katlav, 2015). Furthermore, Nişancı (2012) noted that national culture is a key factor in shaping the unique cultural

characteristics of organizations. Consequently, many features of organizational culture are expected to align with national culture. However, interestingly, contrary to these arguments, organizational culture did not exhibit a moderating effect in our study. Also, we concluded that clan, market, and agile cultures didn't have a moderating effect on the impact of individualism and collectivism on leadership preference. Furthermore, SFs didn't exhibit a regulatory effect on LPs. There could be two different reasons for this. First, as Aslan, Yalçın, Sarp & Ulutaş (2017) suggested, SFs, particularly interactions with children, can influence the type of leadership individuals prefer in adulthood. Paternalistic interactions between parents and children, where decisions are made autocratically by parents, can lead individuals to prefer such leadership structures as adults. Consequently, the effect of organizational culture weakens, and individuals tend to align themselves with the behavioral patterns they expect. The second reason may be the small sample size or the insufficient representativeness of the dimensions of organizational culture in our study.

Unlike major culture and leadership studies such as those by Hofstede (2001), House et al. (2004), and Aycan & Paşa (2003), this study focuses on individuals' SFs (authoritarian and democratic). This topic has not been previously studied, thus addressing a gap in the literature on culture and leadership.

In addition to its theoretical contributions, the research is expected to offer practical benefits. Managerial approaches that do not take into account the cultural values individuals hold are unlikely to succeed. Therefore, rather than attempting to integrate management and organizational theories developed for societies with different cultural structures into businesses within our own social context, it is necessary to develop models that are compatible with our own cultural framework. In societies where paternalistic and authoritarian values are dominant, managers should avoid adopting a task-oriented approach with employees and instead approach them as if they were family members. Although organizations may be situated within the same society, they can be influenced by different internal and external factors to varying degrees, which will also affect the adoption of this leadership style. Therefore, when implementing paternalistic leadership, managers need to carefully evaluate both the organization and its environment, as well as consider the individual characteristics of their employees.

One of the main limitations of this study is that the sample is restricted to manufacturing companies

operating in the Istanbul Organized Industrial Zone, and the study reached a limited number of individuals. Therefore, we believe that studies conducted with a larger sample and/or in different sectors would contribute to the literature with different findings. It is suggested that future studies conduct intercultural comparisons based on gender, attachment styles, and family approaches toward children.

ETHICS DECLARATIONS

Funding: This research received no external funding.

Author Contribution Declaration: 1st author's contribution rate is %50, 2nd author's contribution rate is %50

Conflict of interest: The author states that there is no conflict of interest.

Ethical Approval: All procedures performed in studies involving human participants conform to the ethical standards of the institutional and/or national research committee and the 1964 Helsinki declaration and its subsequent amendments or comparable ethical standards.
For this research, Karadeniz Technical University Ethics Committee Approval was obtained from the Scientific Research Ethics Committee with decision number: E-90783813-199-6470 and date 21.02.2022.

Informed Consent: Informed consent form was obtained from all individual participants who participated in the study.

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