Implicit Leadership Perception at Context of; Intergovernmental and Nongovernmental Organizations (IGO & NGO)

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ABSTRACT: Main focus of this study is exploring the Intergovernmental and Nongovernmental Organizations' employees leadership perceptions based on differences of their cultural, national, educational, experience. The reason of studying in this sector; contains variety of cultural background and international experienced staff .Research has been done Gaziantep in Turkey because many UN agencies and NGO's are operating in Gaziantep based on current situation in Syria armed conflict. Also this kind of organizations are specialized for emergency situations, development strategies and humanitarian aid at worldwide so we have to take in to account how hard it is managing these issues globally. We found some evidence that affecting leadership perceptions which are related participant experience, foreign language and education level and details are provided on discussion section. The question of research is expectations of leadership by multinational organizations employees. We haven't seen any direct study related for both Intergovernmental and Nongovernmental organizations employees' perceptions of implicit leadership, for this reason our study may provide contribution to literature.

Keywords: implicit leadership, nongovernmental organization, intergovernmental organization, intercultural environment.

I. INTRODUCTION

Leadership is in being at variety of societies whether we realized or not, even a small group of student or in a non-formal group, such as school friendship in small town and thru the international company and organizations. As everything is in tremendous efforts have been made in the leadership research at contemporary world and fast-paced environment. The majority of leadership researches' which is made up untiltoday, mostly focused to leaders and their personal characteristics. There are enormous leadership and Implicit leadership theories, researches, approaches and theoreticalbackgrounds mostly aspect of human resources in context of multinational business organization, manufacturing industry,political,religious and military. In this study we worked on Intergovernmental organization and non-governmental organization workers (IGO&NGO). Reason of studying of these organizations employees' perceivers of leadership that sectors are operatingacrossthe globe and providing humanitarian aids. Beside this one assisting development of business sector even in developed countries. So there are thousands of staffs and expatriates are working across the cultures.

II. PERCEPTION OF IMPLICIT LEADERSHIP & THEORIES

GLOBE project is one of the milestone at Leadership studies and it is a resource that can be utilized for a long while also researchers work is always shed light on future leadership studies. Implicit leadership theory was rooted in cognitive social psychology. The most efficient research in this area has been developed by Lord and his colleagues, using the concept of prototype recognition memory and Rosch's cognitive categorization theory to depurate of this concept. These authors (Lord et al. 1982, 1984; Gerstner and Day 1994) recommended that leader categorization might be determined by an information processing model that explains perceptions about leaders and measuring leadership behavior (Stock,Özbek-Potthoff;2014[1]).Personality theory and implicit psychology researchers (1975, 1977 Sheweder, Wegner & Wallacher) argued that peoples individually developed implicit theories to make sense to this phenomenon, but implicit as a word not spelled out. We see studies from that undoubtly different leadership approaches vitalized by personality theories(Hunt et al, 1990 [2]).'Implicit Leadership Theories have been used in attempts to explain leadership attributions and perceptions' (Hartog,Deanne N.,et al.1999[3]).Implicit leadership theory refers to personnel characteristic of peoples own beliefs, ideas about leaders and leadership. This shows up that people developed sui-generis theories of leadership. To explain; individual's expectation and behaviors from the leaders; every culture and human beings is special and it's obvious their expectations and beliefs different from each other. Thus implicit leadership study is examine and determine what are these expectations and beliefs or how much differences between these expectations and beliefs from across the cultures, moreover how are individual's deciding to one's as leader or not. 'According to implicit leadership theory, the label "leader" is used as a cognitive category to classify

individuals as either leaders or non-leaders'(Keller,Tiffany:2000[4]).In fact, implicit leadership theories can be sorted as prototypes, or ideal conceptual framework of leadership (Lord et al., 1984).The content of leader models includes eight traits; sensitivity, dedication, tyranny, charisma, attractiveness, masculinity, intelligence, and strength (Offerman et al.1994[5]).

Recent implicit leadership literature (Epitrokapi.at.al, 2013[6]) reviewed wide-range organizational researches focusing provide theoretical background for ILT approach under four brief heading.

a) Rational models: individuals have access to all relevant information and unlimited capacity in processing this information. This model assumed valuable because it might be use as benchmarking model.

b) Expert models: separated between novices individual and extensive experienced person who knows well complex cognitive process.

c) Cybernetic models: simultaneously processing past information, current behavior and future planning. Recent research has provided empirical evidence that named Pygmalion effects (Whiteley et al., 2012[7]).

d) Limited capacity model: effectively responded with limited knowledge and using pre-existing schemas rather than optimal level. This model is the most important one because based on this model in 1978 Rosch has developed leadership categorization model and significant empirical work done in ILT context by many researches (e.g., Foti & Lord, 1987; Kenney et al., 1996; Larson, 1982; Lord, 1977, 1985; Lord & Alliger, 1985; Lord & Maher, 1991; Lord et al., 1984).

We can sort this based on four main headings as follows; rational,expert,cybernetic and limited capacity, categorization model prototype, prototype activation ; based on memory or observation (rating what they want to see rather than what they observed).

III.   LEADERSHIP CATEGORIZATION THEORY

Implicit Leadership Theory with it is essence establishment of leadership prototype has been found useful in meaningful leader behavior in the United States. Questions have been raised why not done this work, in other countries and in 1978 Brayman has done İmplicit Leadership work in Great Britain. Maher and Lord has argued in 1991 that culture is a key factor in the concept of leadership prototype. Gerstner and Day has conducted a study on a small sample in the United States with students from different cultures and they have seen different leadership prototypes of different cultures (Den Hartog,D,et al.1999[3]). GLOBE project has also been conducted on leadership perceptions of cultural differences Based on leader categorization theory, prototypes helps to make comparisons to identify potential group members. Categorization process has been defined by Shondrick,Dinh, and Lord (2010) as: a pattern-matching process in which sufficiently matches of social targets behaviors or characteristics to a prototype which explains a category for perceivers results in: a) a classification as part of the category b) a pattern-completion process through which unobserved but prototypical traits or behaviors are also associated with the categorized individual (Junker&Dink,2014[8]).

Leadership categorization theory early definition by Eden & Leviatan, that in correspond to developments of social cognitive theory. The idea of this theory was an important part of leadership perceptions and behavioral ratings, which is provided by the knowledge structures as perceivedby followers. Based on leadership categorization theory, followers have template what should be leader's traits or behaviors as prototypical leader (Shondrick et al,2010[9]).Then followers will rate or we might call simply a check list according to their general knowledge or background experience about leadership and this will enable to recognize that rated person as a leader or not. If we are explain as a metaphor; this is like make a quality control on the production line. According to these explanations; we can make fair inference about implicit leadership ; There is no always constant leadership schema or fix prototype because it has been changing on over time by followers knowledge of leadership and their backgrounds.
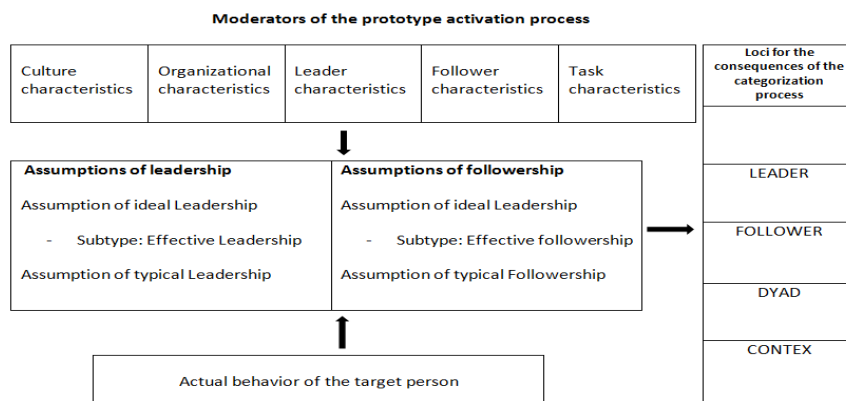

Fig.1 Conceptual framework for the categorization of research on implicit leadership and implicit followership theories (N.M. Junker, R. van Dick / The Leadership Quarterly 25 (2014) 1154–1173[9]).

IV. METHODOLOGY

Data collection conducted between 5 March 2016 and May 10 2016. We asked fill out questionnaire forms to Intergovernmental and Non-governmental organization operating in Gaziantep offices in Turkey. Population and sample are well balanced based on number of IGO & NGO employees' number in Gaziantep, Turkey. Survey form designed in two section ; first section is for demographic information and second section for survey questionnaires, format of 5-item Likert scale with anchors from 1 (Disagree) to 5 (Strongly agree).Implicit leadership scale that used in this research has developed and validated by (Tabak,A.at al,2010[10]).Survey forms distributed to the IGO & NGO offices and collected by on appointment, some of the forms sent by e-mail for TDY (travel on duty) staff for whom work abroad for short term and filled survey forms than received on same way. Total responded survey forms was 128 and 8 forms are removed because of large portion of missing values or incompletion of survey forms. Properlyanalyzed number of survey forms were 120.

4.1 Analyze Results

Results of descriptive analyze for demographic information's indicate us analyzed samples (N=120), and participants are from 28 different nationalities. 49% of respondents are female,%62.5 are single, and 51% has undergraduate degree 49% graduate degree including Ph,D.%48 participants know at least one foreign language besides their mother tounge,%34 are two foreign language,%11 are three foreign language,%7 are four language. In terms of organizations departments' that respondents were human resources,finance,operations, project management, information technology, sales marketing,education,logistic,security,interpreter departments and interns. Based on international or overseas experience 13% of participants have up to 1 year experience,23% have 2-4 years,21% have 5-7 years,16% have 8-11years,%12 have 12-15 years and %11 have 16 or more years' experience. The first exploratory factor analysis in the study was made. Analysis indicated that the variant was found to be divided into four factors. Load factor is derived items with low factor loading those numbers 16, 18, 14 are removed. Then confirmatory factor analysis was conducted and the result of analysis is issued for a further 5 more questions are removed. Again exploratory factor analysis (EFA) was conducted and exploratory factor analysis as explained; Questions in exploratory factor analysis was analyzed using principal component analysis and varimax rotation method. KMO value of .850 is the sample size is adequate for factor analysis. Bartlett's sphericity test result of Chi-square value of 985 499, the value of degrees of freedom (df) 171 and Sigma Value, 000 have been found. The data comes from a multivariate normal distribution and is suitable for factor analysis. Confirmatory factor analysis results are; X²=205.003, df=146, CMIN/DF≤5=1.404, GFI≥.85=0.862, CFI≥.90=0.933, TLI≥.90=0.921, RMSEA≤.08=0.058. The finding is from all variables were obtained a significant positive correlation between the severity of 0:01 as shown. Then the reliability analysis conducted on all variables and Alpha coefficient .725> 0.70 was reached to the conclusion that there is trustworthy. Then skewedness kurtosis normality test made to scale, and due to the presence of distortions in the range of +1 and -1 values are assumed to be normally distributed. By marital status of married and single participants; variables of reliability, power, transform and impressiveness levels there was no significant difference. According to education aspects there is significance difference between university graduates but on behalf of higher graduate degree owners more significance based on t-test result as shown t(118); -2,560; sig:0,012. There are no significant differences for other variables at education level. This is one of the most important finding on t-test result. We can state this as ; education level increasing more and more than expectations or prototypes of traits from the leaders are getting increased at transformative dimension.

Table 1. Age Variable Anova Test

Multiple Comparisons							
(I) AGE is dependent variable			Mean Difference(IJ)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	25 and under	26-35	-,10008	,15292	,790	-,4631	,2629
		36 and more	-,40569	,17468	,057	-,8204	,0090
	26-35	25 and under	,10008	,15292	,790	-,2629	,4631
		36 and more	-,30561	,14956	,106	-,6606	,0494
	36 and more	25 and under	,40569	,17468	,057	-,0090	,8204
		26-35	,30561	,14956	,106	-,0494	,6606
LSD	25 and under	26-35	-,10008	,15292	,514	-,4029	,2028
		36 and more	-,40569*	,17468	,022	-,7516	-,0597
	26-35	25 and under	,10008	,15292	,514	-,2028	,4029
		36 and more	-,30561*	,14956	,043	-,6018	-,0094
	36 and more	25 and under	,40569*	,17468	,022	,0597	,7516
		26-35	,30561*	,14956	,043	,0094	,6018
*. The mean difference is significant at the 0.05 level.							

Based on LCD test result participants whom age of 25 or under and 36 or more, there is significant difference on level of reliability. ANOVA test results value is ; Sum of Squares 2.826,(df) 2,F ;3,091 Sig.0,49.Thus we can say that this is the second important finding in terms of age groups ; between young and adults participants are affecting the expectations from the leaders. There is no any significant difference related other dimensions.

We couldn't find any significance difference based on professional experience with related any dimension but abroad work experience variance at transformational dimension LCD test results indicate that there is a significance difference between who has 1 year abroad work experience and 2 year abroad work experience. Anova test values are; Sum of Squares 5.465,(df) 3, F;2.948,Sig.0,36.Therefore we found third important finding in terms of abroad work experience , that is expectations are more higher from the leaders that participants who has more international experience at transformational dimension. There is no any other significance difference with other dimension based on abroad work experience.

Other finding based on LCD test result is on knowledge of foreign languages at impressiveness dimension. Anova tests provide us that values are; Sum of Squares .500,(df) 2, F:2.500,Sig.025.There is significance difference between known by the number of foreign language and impressiveness dimension ; who knows one or two and three foreign language. So the fourth and last important finding is based on known by the number of foreign language expectations vary from the leaders.

V.   CONCLUSION

Peoples 'movement increased last 20 decades, with globalization and capital; especiallynowadays they are willing to move for work abroad and in different culture because of financial difficulty. In this study we focused only Intergovernmental and Nongovernmental organization and respondents were from twenty eight different nationals and this is the key limitation of this research.So or target of sample is very suitable for this study. While we are trying to explain our findings we must take into account cultural effect.

As can be understood from the leadership approach, there is no single style of effective leadership. Leaders decide how to be closer to their followers for analyzing the situation. In this sense, the culture provide to leaders to make a situation analysis and understand the paradigm of followers (Demirel H,Kişman A,2014[11]).Our finding is in this study also related the culture because the participants are from twenty eight different national background.

Transformational leaders, subordinates or followers, revealing all their abilities and skills and motivates them as they normal aiming to get more results than expected, increasing their confidence (Demirel H, Kişman A,2014[12]).At transformative dimension there is difference on who has higher education degree such as ; university , graduate or Ph.D. so these participants have higher expectations from leaders based on transformative dimension.

Professional experience increases, the number of leaders who entered the interaction will increase and people will make a more accurate assessment of effective leadership behaviors. People with little professional experience, has less accumulation than others in the perception of good leadership qualities (Genç.S, 2015; 635[13]).We also found that our transformational leadership dimension on work abroad level. Who has more international abroad work experience their expectations are higher based on transformational dimension. Researcher Serdar Genç also find similar context that he made in similar target of sample, context in United Nations military base intergovernmental organization.

Our last finding is about known by the number of foreign language on impressiveness dmension. Respondents who know more than one foreign language, expectations from the leaders about impressiveness. We can explain this situation about culture because these kind of organizations' workers must know at least one foreign language so they are learning one foreign language therefore they are learning part of that culture also. Their cultural knowledge is getting enlarge and they are working with different leaders, managers or supervisors as a result their expectations are also increasing.

We recommend for future study might be same context for both intergovernmental and nongovernmental organization in MENA (Middle East-North Africa) region. Because those regions' employees might have more stressful environment.

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