

**THE RELATIONSHIP BETWEEN MOTIVATION TO
LEAD AND LEADERSHIP AVOIDANCE:
ORGANIZATIONAL CULTURE AS A MODERATOR**



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To my family. To myself.



DECLARATION OF ORIGINALITY

I hereby declare that I am the sole author of this thesis and that this is the true copy of my thesis, including the final revisions, approved by my thesis committee. All data and information have been obtained, produced, and presented in accordance with the rules of research ethics and principles of academic honesty. As required by these rules, to the best of my knowledge I have acknowledged ideas, thoughts, and any copyrighted material in accordance with the standard referencing rules. I certify that any part of this thesis has not been submitted for a degree or diploma in another educational institution.

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ABSTRACT

The purpose of the study is to examine whether organizational culture moderates the relationship between motivation to lead (MTL) and leadership avoidance, and to explore whether this relationship differs by gender. The participants consisted of 350 students (120 males, 230 females) from departments of Business Administration and Psychology. Participants first completed the MTL scale. Subsequently, participants were asked to read randomly assigned vignettes of feminine nurturing culture ($N = 176$) or masculinity contest culture ($N = 174$). Then, they filled out the leadership avoidance scale, considering themselves to be in a masculinity contest or a feminine nurturing culture. Bivariate correlations, hierarchical regression analyses, an independent sample t-test, and simple slope analysis were conducted to test the hypotheses. Results showed that women have higher levels of leadership avoidance compared to men, even when they have similar levels of MTL as men. Also, the results showed that masculinity contest culture had no effect on the relationship between the three types of MTL and leadership avoidance. On the other hand, the results illustrated that individuals with high noncalculative MTL had lower levels of leadership avoidance in feminine nurturing culture. Furthermore, men with high levels of noncalculative MTL exhibited lower levels of leadership avoidance in feminine nurturing culture compared to women with high levels of noncalculative MTL. The findings were discussed in light of the relevant literature together with the limitations, future directions, and implications of the current study.

Keywords: Motivation to lead, leadership avoidance, masculinity contest culture, feminine nurturing culture, gender

ÖZET

Çalışmanın amacı, liderlik motivasyonu (LM) ve liderlikten kaçınma arasındaki ilişkide örgütsel kültürün etkisini araştırmak ve bu ilişkinin cinsiyete göre farklılaşıp farklılaşmadığını incelemektir. Katılımcılar İşletme ve Psikoloji bölümlerinden 120 erkek 230 kadın olmak üzere toplam 350 öğrenciden oluşmaktadır. Katılımcılar ilk olarak LM ölçeğini yanıtlamışlardır. Daha sonra, katılımcılardan rastgele olarak atanmış olan kadınsı kollayıcı kültür ($N = 176$) veya erkeksi rekabet kültürü ($N = 174$) vinyetlerini okumaları istenmiştir. Katılımcılar, vinyetler ile anlatılan kadınsı kollayıcı kültürde veya erkeksi rekabet kültüründe olduklarını düşünerek liderlikten kaçınma ölçeğini tamamlamışlardır. İki değişkenli korelasyon analizleri, hiyerarşik regresyon analizi, bağımsız örneklem t-testi ve basit eğilim analizi yapılmıştır. Sonuçlar, kadınlar ve erkekler benzer LM düzeyine sahip olsalar dahi, kadınların liderlikten kaçınma düzeylerinin erkeklere kıyasla daha yüksek olduğunu göstermiştir. Ayrıca sonuçlar, üç tür LM ile liderlikten kaçınma arasındaki ilişkide erkeksi rekabet kültürünün etkisi olmadığını göstermiştir. Öte yandan sonuçlar, kadınsı kollayıcı kültürde yüksek çıkarsız LM düzeyine sahip olan kişilerin liderlikten kaçınma düzeylerinin azaldığını göstermiştir. Dahası, sonuçlar kadınsı kollayıcı kültürde, çıkarsız LM yüksek olan erkeklerin çıkarsız LM yüksek kadınlara kıyasla liderlikten kaçınma düzeylerinin daha düşük olduğunu göstermiştir. Bu bulgular ilgili literatür ışığında tartışılmıştır. Son olarak, çalışmanın sınırlılıkları, olası uygulamalar ve çıkarımlar sunulmuştur.

Anahtar Kelimeler: Liderlik motivasyonu, liderlikten kaçınma, erkeksi rekabet kültürü, kadınsı kollayıcı kültür, cinsiyet

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LIST OF ACRONYMS AND ABBREVIATIONS

AI-MTL: Affective-identity Motivation to Lead

CFA: Confirmatory Factor Analysis

FNC: Feminine Nurturing Culture

MCC: Masculinity Contest Culture

MTL: Motivation to Lead

NC-MTL: Noncalculative Motivation to Lead

SN-MTL: Social-normative Motivation to Lead



LIST OF SYMBOLS

df: Degrees of freedom

F: F distribution

M: Mean

SD: Standard deviation

α (alpha): Cronbach's measure of internal consistency

ω (omega): McDonald's measure of internal consistency



1. INTRODUCTION

Numerous research efforts have concentrated on the leadership phenomenon, and the study of leadership in organizations has been prevalent since the early 19th century (Hendricks & Payne, 2007; Yukl, 1989). Given this extensive history of research, it is widely accepted that leadership is a key component of organizational success today, and research extensively demonstrates the positive consequences it can have on a variety of aspects of the organization (Conger et al., 2000; Guillén et al., 2015; Kirkpatrick & Locke, 1996; Resick et al., 2009). As the importance of leadership roles has become well-established, researchers have also investigated the requirements that leaders need to fulfill (Badura et al., 2020; Judge et al., 2002; Yukl, 2013). Related literature demonstrated that to be an effective leader, one must possess motivation to lead to persist in a leadership role, despite the challenges in modern organizations (Arthur et al., 1995; Guillén et al., 2015). Thus, it is not surprising that motivation to lead has been the subject of increasing number of studies recently (Chan & Drasgow, 2001; Felfe & Schyns, 2014; Kark & van Dijk, 2007; Lin et al., 2024; Porter et al., 2016; Santos et al., 2023; Schyns et al., 2020; Van Iddekinge et al., 2009).

Motivation to lead (MTL) emerges as an important concept to understand who is most interested in being a leader and who has the motivation to continue their leadership role to become a better leader (Badura et al., 2020; Chan & Drasgow, 2001; Hendricks & Payne, 2007; Maurer & Lippstreu 2017; Oh, 2012; Romano, 2008; Stiehl et al., 2015). People with high levels of MTL are expected to have the desired leadership behavior and are likely to emerge as good leaders (Hong, 2005). Indeed, subsequent research has revealed that MTL is an important predictor of leadership emergence (Hong, 2005; Kwok et al., 2018; Luria et al., 2013; Oh, 2012), positively correlated with leadership intentions

and career aspirations (Cziraki et al., 2017; Felfe & Schyns, 2014; Kennedy et al., 2021) while negatively associated with leadership avoidance (Lacroix & Pircher Verdorfer, 2017). In Chan and Drasgow's conceptualization (2001), there are three subdimensions of MTL: affective-identity MTL (AI-MTL), non-calculative MTL (NC-MTL), and social-normative MTL (SN-MTL). People with high levels of AI-MTL have a desire to lead because they enjoy leading; people with high levels of SN-MTL have a desire to lead because they have a sense of duty to their organization; people with high levels of NC-MTL have a desire to lead because they do not compare the costs and benefits of leading (Chan & Drasgow, 2001). In their meta-analysis on MTL, Badura et al. (2020) noted that each of the three subdimensions explained unique variance in leadership outcomes and emphasized the comparative benefits of the dimensions. Therefore, in this study, MTL is measured using these three subdimensions.

With the introduction of the concept of MTL, Chan and Drasgow (2001) focused on the impact of an individual characteristic on leadership emergence, and for the first time, they created a research field focusing on the fact that being a leader is an individual's own decision. Expanding this agentic perspective on leadership emergence, researchers also focused on investigating the impact of emotions, such as worries about leadership, on the decision to become a leader (Auvinen et al., 2022; Aycan & Shelia, 2019; Karakulaket al., 2022). With a similar perspective, in order to discover what other concepts may have an impact on the decision to become a leader, this study aims to explore the impact of organizational culture. Furthermore, in a meta-analysis reviewing this extensive MTL literature, Badura et al. (2020) addressed the lack of research about contextual factors, they encouraged future researchers to investigate the concept of motivation to lead within the contextual frameworks. In line with this call, this study

examines the concept of MTL in conjunction with organizational culture. In more detail, this study aims to investigate the impact of organizational culture on the relationship between MTL and leadership avoidance.

The literature investigating the relationship between organizational culture and leadership emergence has focused on the effect of cultural norms on leadership emergence (Badura et al., 2018; Eagly & Karau, 2002; Koeing, 2018) and compared the masculine and feminine characteristics of cultures (Hofstede, 1998; Maier, 1999; Schein, 1997; Van Vianen & Fisher, 2002). The impact of cultural masculine norms on decisions to become leaders has been the subject of many studies (Badura et al., 2018; Kulik, 2000; Lanaj & Hollenbeck, 2015; Markus & Nurius, 1986; Paustian-Underdahl et al., 2014; Van Vianen & Fisher, 2002). Consistent with this approach, this experimental field study aims to explore the impact of organizational culture on the relationship between MTL and leadership avoidance by using vignettes to compare two organizational cultures characterized by masculine and feminine norms. In this comparison, in order to better understand the differences, masculinity contest culture (Berdahl et al., 2018), known for its intense and strict masculine characteristics, was specifically chosen.

Berdahl et al. (2018) conceptualized masculinity contest culture (MCC), which is a hypercompetitive and dysfunctional culture that rewards stereotypical masculine traits, values strength, and toughness, prohibits showing weakness, and demands prioritizing work above all else. Subsequent research has found MCC to be associated with many negative work outcomes, including high levels of toxic leadership behavior, turnover intentions, burnout, and low levels of job satisfaction and psychological safety (Glick et al., 2018; Matos et al., 2018; Rawski & Workman-Stark, 2018). In order to comparatively examine the concept of MCC, Koc et al. (2021) developed the construct of feminine

nurturing culture (FNC) and created vignettes that define FNC and MCC. FNC refers to a relaxed and friendly working environment where there is no competition, making mistakes is accepted, and helping each other is valued (Koc et al., 2021). Similarly, in this study, FNC and MCC vignettes were used to investigate organizational culture comparatively.

On top of all this, characteristics associated with leadership, masculinity and femininity increase the difficulties for women to obtain leadership roles (Koeing, 2018). Stereotypes associating leadership with masculinity present significant barriers for women advancing to leadership positions (Glick & Fiske, 2007; Heilman & Parks-Stamm, 2007; Johnson et al., 2008; Koenig et al., 2011). Therefore, it can be assumed that the decision to pursue leadership roles in MCC and FNC may vary between men and women. Thus, this study also examines whether the effect of organizational culture on the relationship between MTL and leadership avoidance differs between men and women.

To summarize, this experimental field study examines the impact of FNC and MCC on the relationship between three subdimensions of MTL and leadership avoidance using vignettes to manipulate MCC and FNC. Furthermore, the study also examines whether this relationship differs based on gender.

The subsequent section of this introduction commences with a comprehensive literature review of the core variables of interest: MTL and its three subdimensions. Subsequently, MCC, and its contrasting counterpart, FNC, are expounded upon. Following these, the relationship between gender and leadership emergence is detailed.

1.1 Motivation to Lead (MTL)

Motivation emerges as an essential factor for developing leadership skills (Miner et al., 1995). An individual's desire to be a leader is influenced by motivational sources

such as the desire to gain power, prove oneself, or stand out from others (Porter et al., 2019). Historically, early researchers have tried to understand the relationship of motivation to leadership; for example, Miner (1965) formulated the concept of motivation to manage, and Jacobs and McClelland (1994) investigated leadership-motivated patterns to understand the role of motivation in the leadership process. However, concerns about construct validity and reliability arose due to the use of projective measurement methods in both management motivation and leadership motivation frameworks (Badura et al., 2020). As a result, interest in these constructs declined over time (Badura et al., 2020). Until, Chan and Drasgow (2001) introduced the concept of MTL which is a relatively stable individual difference variable originating from a combination of noncognitive factors such as cultural values and personality (Badura et al., 2020).

Chan and Drasgow (2001) defined motivation to lead (MTL) as “an individual difference construct that influences a leader’s or leader-to-be’s decisions to assume leadership training, roles, and responsibilities.” (Chan & Drasgow, 2001). In developing the MTL concept, Chan and Drasgow (2001) approached MTL as a unidimensional construct, yet they also addressed the dimensionality of MTL. In their meta-analysis examining the MTL, Badura et al. (2020) established the distinctiveness of the three subdimensions. They stated that MTL can be used as a single dimension, but encouraged comparative measurement based on the three subdimensions due to the unique variances each explained (Badura et al., 2020). For this reason, in this study, MTL was examined based on its three dimensions, and hypotheses were established. In the following section, first, the subdimensions of MTL are presented, then, the relationship between MTL and leadership avoidance are elaborated in detail.

1.1.1 Three Types of Motivation to Lead

Chan and Drasgow (2001) examined the antecedents in forming the three subdimensions of MTL, which are affective-identity motivation to lead (AI-MTL), social-normative motivation to lead (SN-MTL), and non-calculative motivation to lead (NC-MTL). Investigating the relationships of the three subdimensions with different antecedents, they presented a structural model that accounts for individual differences in overall MTL (Chan & Drasgow, 2001). They examined the antecedents of MTL in four groups: Personality, self-efficacy, past leadership experience, and interpersonal values. They measured MTL and its relationship with personality with Big-Five personality traits (extraversion, agreeableness, conscientiousness, openness to experience, and emotional stability).

According to Chan and Drasgow's (2001) findings, AI-MTL is associated with extraversion and leadership self-efficacy. People with high AI-MTL levels are self-confident about their leadership abilities, see themselves as having leadership qualities, and have a tendency to be outgoing and sociable (Chan & Drasgow, 2001). They also found that AI-MTL was associated with past leadership experience (Chan & Drasgow, 2001). On the other hand, SN-MTL is positively related to agreeableness and conscientiousness. They also found that SN-MTL was associated with past leadership experience. Moreover, individuals with high levels of SN-MTL often possess significant prior leadership experience and exhibit confidence in their leadership capabilities (Chan & Drasgow, 2001). In contrast, NC-MTL was found to be consistently and positively associated with agreeableness and emotional stability. They also found that, unlike AI-MTL and SN-MTL, NC-MTL was not associated with past leadership experience (Chan & Drasgow, 2001).

Chan and Drasgow (2001) used the Individualism – Collectivism (INDCOL) measure designed by Singelis et al. (1995) to measure MTL and its relationship with interpersonal values. In parallel with the purpose of their research, they stated that people with high horizontal individualistic values have high uniqueness and individualistic tendencies, while people with high vertical individualistic values have more achievement-oriented and competitive tendencies (Chan & Drasgow, 2001). In contrast, people with high vertical collectivistic values tend to accept social hierarchies and subordinate to the majority and authority, while people with high horizontal collectivistic values attach importance to collective harmony and equality (Chan & Drasgow, 2001; Triandis, 1998).

According to Chan and Drasgow's (2001) findings, AI-MTL has been consistently and directly associated with vertical individualism. Thus, people with high AI-MTL levels give importance to achievement and competition. Meanwhile, they found that SN-MTL was positively related to vertical individualism and vertical collectivism, whereas negatively associated with horizontal individualism. That is, people with high levels of SN-MTL accept social hierarchies and tend to reject social equality. A sense of duty and obligation is their motivation, and they have confidence in their leadership abilities. On the other hand, they found that NC-MTL is associated with both vertical and horizontal collectivistic values. What is more, their results illustrated that NC-MTL showed a negative and consistent relationship with both vertical and horizontal individualistic values. So, people with high levels of NC-MTL values attach importance to collective harmony and equality and avoid social hierarchies (Chan & Drasgow, 2001).

All in all, according to Chan and Drasgow's (2001) conceptualization, AI-MTL indicates that individuals are driven to assume leadership roles by an intrinsic inclination stemming from the gratification and enjoyment derived from the status of leadership

experience (Chan & Drasgow, 2001). Those exhibiting high scores on AI- MTL demonstrate a preference for assuming leadership responsibilities and perceive themselves as possessing leadership qualities. In sum, AI-MTL refers to being motivated to lead by enjoyment (Badura et al., 2022), and it can be defined as “*An individual’s desire to lead because (s)he either enjoys leading or sees oneself as a leader*” (Badura et al., 2020).

SN-MTL indicates that an individual's motivation to lead is influenced by social and normative factors, such as a sense of dedication to the group or adherence to prevailing social norms experience (Chan & Drasgow, 2001). Those who exhibit high levels of SN-MTL typically demonstrate a strong commitment to social responsibilities and obligations and display acceptance of social hierarchies while tending to reject social equality. In sum, SN-MTL refers to being motivated to lead by a sense of duty (Badura et al., 2022), and it can be defined as “*An individual’s desire to lead out of a sense of duty or obligation to his/her organization.*” (Badura et al., 2020).

NC-MTL posits that motivation can be conceptualized as a continuum (Chan & Drasgow, 2001). Individuals with more calculative motivation are inclined to pursue leadership roles to reap the associated benefits (Chan & Drasgow, 2001). Conversely, those with less calculative motivation are less likely to consider the costs and benefits associated with leadership positions (Chan & Drasgow, 2001). In sum, NC-MTL refers to being motivated to lead by altruism (Badura et al., 2022), and it can be defined as “*An individual’s desire to lead because (s)he does not compare the costs and benefits of leading.*” (Badura et al., 2020).

1.1.2 Motivation to Lead and Leadership Avoidance

In their research, Chan and Drasgow (2001) focused more on identifying relevant antecedents than examining the consequences. Nevertheless, they concluded that high MTL levels would potentially result in a decision to be a leader. Hence, the implications of MTL remained an area for further investigation (Badura et al., 2020). Subsequent research has found that MTL is a powerful predictor of leadership outcomes such as leadership emergence (Hong et al., 2011; Luria & Berson, 2013), leadership effectiveness (Vilkinas et al. 2020) and leader behavior (Rosh et al., 2015; Jones, 2015). For leadership emergence, some experimental and longitudinal studies measured leadership emergence and MTL by setting up experimental conditions such as leaderless discussion groups (Hong, 2005; Hong et al., 2011; Luria & Berson, 2013). For instance, Luria and Berson (2013) examined and found significant relationships of MTL with teamwork behaviors and leadership emergence. They also contributed to the literature by supporting the validity of MTL construct by using a time-lagged method while measuring leadership emergence. Along with these, other researchers have measured leadership emergence in different ways. More specifically, researchers investigated the effect of MTL using measurements such as leadership intention (Kennedy et al., 2021), decision to occupy a position of leadership (Rosch et al., 2015), intention to apply for a leadership position (Felfe & Schyns, 2014), leadership avoidance (Felfe et al., 2014; Lacroix & Pircher Verdorfer, 2017), and career aspirations (Cziraki et al., 2017). In these studies, while some researchers measured MTL only using AI-MTL subdimension (Felfe & Schyns, 2014, Cziraki et al., 2017), others measured it by using both AI-MTL and SN-MTL subdimensions (Rosch et al., 2015) or AI-MTL and NC-MTL subdimensions together (Felfe et al., 2014; Lacroix & Pircher Verdorfer, 2017). In their meta-analysis, Badura et

al. (2020) brought together studies examining MTL and leadership outcomes and came to the following conclusions. They stated that in some cases, it is appropriate to focus on AI-MTL, since AI-MTL is found to be the strongest predictor of leadership outcomes. However, they provided evidence supporting the argument that three types of MTL should be conceptualized as three different motivational constructs and they encouraged researchers to examine each subdimension of MTL. Overall, they concluded that each MTL subdimension was significantly effective in the emergence of leadership. Therefore, the hypotheses are as follows:

Hypothesis 1A: Affective-identity MTL is negatively related to leadership avoidance.

Hypothesis 1B: Social-normative MTL is negatively related to leadership avoidance.

Hypothesis 1C: Noncalculative MTL is negatively related to leadership avoidance.

Although, Badura et al. (2020) concluded in their meta-analysis that each subdimension is an important predictor for leadership emergence, they also emphasized the benefits of comparing dimensions, as each subdimension relates to different antecedents and explains different variances in leadership outcomes. In addition, they addressed the lack of research about contextual factors and encouraged future researchers to investigate the concept of MTL within the contextual frameworks. In line with this call, this study focuses on the effect of organizational culture.

Investigating the leadership and situational factors, Fiedler's Contingency Model emphasizes the dynamic nature of leadership processes (Fiedler, 1966; Fiedler, 2015). According to Fiedler's Contingency Model, leadership is not merely a trait but can change

depending on situational factors (Ayman et al., 1995; Fiedler, 2015; Johansen, 1990). This theory posits that effective leadership requires alignment between the leader's style and environmental variables (Teh et al., 2018; Johansen, 1990). Consequently, the emergence of leadership is more closely related to how well a leader adapts to a particular situation rather than an inherent leadership ability (Teh et al., 2018). Furthermore, a large body of research indicated that individuals find work environments and organizations aligning with their own characteristics more attractive (Holland, 1997; Lievens et al., 2001), and also their career decisions influenced by characteristics of work environments (Schneider, 1987; Van Vianen & Fischer, 2002). In a similar vein, this research aims to examine whether individuals with high MTL avoid leadership positions due to a misalignment with the organizational culture. Further, as each subdimension of MTL explains different variances in leadership outcomes and has different motivational sources (Badura et al., 2020), it was investigated whether individuals with different types of MTL prefer to lead in accordance with different organizational cultures.

In their meta-analysis, Badura et al. (2020) stated that AI-MTL and SN-MTL would be more related in individualistic societies or male-dominated jobs/organizations, whereas NC-MTL would be more relevant in cases where the context is communion-oriented. Also, they stated that SN-MTL and NC-MTL would be more relevant in collectivistic societies or jobs/organizations that prioritize community engagement and social responsibility (Badura et al., 2020). Further, AI-MTL was found to be more strongly correlated by agentic content relative predictors compared to SN-MTL and NC-MTL, such as extraversion and leader self-efficacy. SN-MTL and NC-MTL were associated with more communal content relative antecedents such as collectivistic values (Badura et al., 2020). Also, SN-MTL was found to be associated with more agentic

content relative antecedents compared to NC-MTL, such as extraversion and leader self-effectiveness. In sum, AI-MTL was found to be more agentic-oriented, NC-MTL was found to exhibit a stronger emphasis on communion, and SN-MTL demonstrated a dual focus on both agency and communion (Badura et al., 2020).

All in all, taking into account these differences between the subdimensions, this study investigates whether the organizational cultures which have agentic or communal values would have an impact on people's decision to be a leader. In this context, it was intended to comparatively examine MCC, which is an organizational culture that attaches importance to social hierarchy and competition, and FNC, a culture that attaches importance to communion and cooperation. These concepts are explained in the continuation of the research.

1.2 Organizational Culture

The concept of organizational culture is used as an umbrella term that expresses the way of thinking in organizations (Saha & Kumar, 2018). Organizational culture and leadership are akin to two sides of the same coin; leaders initiate organizational cultures during the creation phase of organizations (Schein, 2010). In a sense, organizational culture is created, developed, evolved, and eventually manipulated by leaders. Once organizational cultures have been formed, they provide meaning and structure to their members. As organizational cultures develop, they determine the criteria for leadership, and thus, decisions are made about who will assume leadership roles (Schein, 2010). Since organizational culture is a dynamic structure (Saha & Kumar, 2018), one of the most important responsibilities of leaders is to be aware of the cultural context and actively manage its evolution to ensure it develops positively (Schein, 2010). However,

if the organizational culture becomes dysfunctional, it will begin to influence and control the leaders, subsequently affecting all employees (Schein, 2010).

In this research, to understand the impact of organizational culture on the decisions to lead, a hypercompetitive and dysfunctional organizational culture named MCC which has been linked to numerous negative organizational outcomes (Berdahl et al., 2018; Glick et al., 2018; Matos et al., 2018), is examined in comparison to a non-competitive and friendly organizational culture named FNC which characterized by feminine norms (Koc et al., 2021).

1.2.1 Masculinity Contest Culture (MCC)

Berdahl et al. (2018) introduced the construct of masculinity contest culture (MCC) to understand toxic organizations and what goes wrong in them. They stated that MCC represents a cultural environment where work turns into great competition. In MCC, losing is perceived as shame and deficiency, avoiding weakness and vulnerability is emphasized, and features such as being ambitious, competitive, and strong are seen as expected behavior, and obtaining power, status, and authority over others is valued (Berdahl et al., 2018; Ely & Kimmel, 2018; Glick et al., 2018; Matos et al., 2018; Rawski & Workman-Stark, 2018).

In order to reach a common conclusion and conceptualize the dimensions of the MCC scale, Glick et al. (2018) have examined previous scales that operate on masculine norms, then they defined MCC in four sub-dimensions: Show no weakness, Strength and stamina, Put work first aligns, Dog-eat-dog. In more detail, “show no weakness” represents avoidance of “soft” or feminine behavior and not accepting worries, doubt, confusion, or mistakes. “Strength and stamina” refers to gaining status and respect in the workplace and being physically strong with stamina (for example, being able to work

long hours without a break) (Glick et al., 2018). “Put work first” represents working without any breaks or leaves, without allowing the interference of any external source such as family obligations. “Dog-eat-dog” represents hyper-competitiveness, where there is no trust in others, and winners dominate and exploit losers (Glick et al., 2018).

Although organizational MCC norms favor men, they are not especially referring to men: women and minority men can be subjected to competitive pressures just as harshly as the majority of men (Berdahl et al., 2018). When these norms are instilled into the organizational culture, it is expected that women and individuals in minority groups also comply with these norms and fight for survival in the organization. On the other hand, this organizational culture creates pressure not only for women and minority groups but also for the majority of men. Putting work first, showing strength and stamina, and engaging in dog-eat-dog competitions could also be perceived as pressure for men. Overall, MCCs may cause problems for almost everyone, including most majority men, though perhaps women and minority men may be particularly affected by their contradictory demands (Berdahl et al., 2018).

Similar to what gender scholars say about masculinity, MCC is neither universal nor inevitable (Berdahl et al., 2018). MCC may not be the same everywhere or at all times, meaning it may vary depending on context. MCC norms can be low or intense, exacerbating or weakening depending on professional characteristics (Berdahl et al., 2018). In fact, MCC norms may be more specific, even within a particular dimension of a profession. Overall, MCCs were more prominent in male-dominated work environments (Berdahl et al., 2018; Reid et al., 2018).

After the special issue published by Berdahl et al. (2018), researchers examined MCC in different contexts and shed light on the relationship of MCC with many negative

outcomes. For instance, Rawski and Workman-Stark (2018) examined the relationship of MCC with organizational and individual outcomes in their empirical study, and they found a negative relationship between MCC with inclusion, psychological safety and well-being, and a positive association with job dissatisfaction and turnover intentions.

Munsch et al. (2018) found that in an organizational culture like MCC, employees who see their co-workers approve of MCC norms more strongly than they do have lower job satisfaction and job engagement. Although MCC is in an environment that increases employees' work relations, researchers have shown that it negatively affects the general well-being of employees, as well as their physical and psychological well-being (Munsch et al., 2018). Glick et al. (2018), in their study examining the relationship between MCC and sexual harassment, showed that employees who find their culture highly relevant to MCC are more likely to witness sexual or gender harassment. On top of that, they showed that MCC is also associated with ethnic harassment and sexist organizational climates. In addition, they found that in an environment with MCC workplace norms, there is a high level of burnout, turnover intention, and low organizational dedication (Glick et al., 2018).

Also, Matos et al. (2018) illustrated that leaders in MCCs are abusive towards their subordinates, resulting in negative workplace outcomes such as increased turnover intentions, work-life conflicts, and stress. In general, MCCs are highly competitive and make room for toxic leadership and were associated with low levels of work performance, job satisfaction, and well-being; high levels of burnout, turnover, work-life conflict, and stress (Berdahl et al., 2018). Additionally, in the same study (Matos et al., 2018), in order to understand the relationship between leadership style and organizational culture, the

relationship between MCC and toxic leadership was explored. That is, Matos et al. (2018) have shown that MCC provides a breeding ground for toxic leadership.

As the literature on the dark side of leadership (Aasland et al., 2010; Aubrey, 2012; McCleskey, 2013; Lipman-Blumen, 2005) indicates that toxic leaders need an environment that allows them to thrive (Padilla et al, 2007; Yapp, 2016). In such cultures where toxic leadership occurs, the perceived threat to those in the organization increases (Padilla, Hogan & Kaiser, 2007). Furthermore, toxic leaders who emerge in such environments expect other employees to always be obedient, causing destructive effects such as weakening the perception of justice and breaking motivation (Bahadir, 2018; Lipman-Bluman, 2005). Toxic leaders who think that they are indispensable to the organization prevent and discourage employees from pursuing leadership positions in the future (Lipman-Bluman, 2005; McCleskey, 2013).

In line with these, in an organizational culture like MCC, where toxic leaders emerge, leadership avoidance may increase even among candidates with a high MTL. In addition, as mentioned, organizational culture and leadership literature illustrates that organizational culture and leadership are two concepts that affect each other. Further, considering the literature emphasizing that individuals prefer work environments aligning with their own characteristics (Holland, 1997; Lievens et al., 2001) and also their career decisions influenced by characteristics of work environments (Schneider, 1987; Van Vianen & Fischer, 2002), this study investigated whether such a competitive culture has an effect on one's decision to be a leader. Also, in accordance with the literature emphasizing the importance of examining the three types of MTL separately (Badura et al., 2020), the current study aimed to investigate the impact of subdimensions (AI- MTL, SN-MTL and NC-MTL) in this relationship.

As mentioned, AI-MTL was directly associated with vertical individualism (Chan & Drasgow, 2001), was found to be more related in individualistic societies or male-dominated jobs/organizations (Badura et al., 2020), was positively associated with self-enhancement values (Clemmons & Fields, 2011) and was found to be more agentic-oriented (Badura et al., 2020). In an organizational culture like MCC, which is highly competitive and values social hierarchies (Berdahl et al., 2018), it is expected that people with high levels of AI-MTL are less likely to avoid leadership since they have a motivation that aligns more closely with the characteristics of MCC. Accordingly, the next hypothesis is as follows:

Hypothesis 2A: The relationship between AI-MTL and leadership avoidance is moderated by MCC in such a way that people with high levels of AI-MTL would exhibit lower levels of leadership avoidance in MCC than those with low levels of AI-MTL.

As previously stated, those who exhibit high levels of SN-MTL display acceptance of social hierarchies while tending to reject social equality (Chan & Drasgow, 2001). Further, SN-MTL was positively associated with self-enhancement values (Clemmons & Fields, 2011), demonstrated a dual focus on both agency and communion (Badura et al., 2020), and was positively related to vertical individualism and vertical collectivism (Chan & Drasgow, 2001). Therefore, similar to AI-MTL, these individuals may find MCC aligned with their motivations. Accordingly, the hypothesis is as follows:

Hypothesis 2B: The relationship between SN-MTL and leadership avoidance is moderated by MCC in such a way that people with high levels of SN-MTL would exhibit lower levels of leadership avoidance in MCC than those with low levels of AI-MTL.

As is known, NC-MTL was positively associated with both vertical and horizontal collectivistic values (Chan & Drasgow, 2001), was positively associated with self-

transcendence values (Clemmons & Fields, 2011), showed negative relationships with both vertical and horizontal individualistic values (Chan & Drasgow, 2001), and was found to exhibit a stronger emphasis on communion (Badura et al., 2020). Therefore, in contrast to the other sub-dimensions, individuals with high levels of NC-MTL are expected to experience increased leadership avoidance because the characteristics of MCC do not align with their motivational sources.

Hypothesis 2C: The relationship between NC-MTL and leadership avoidance is moderated by MCC in such a way that people with high levels of NC-MTL would exhibit higher levels of leadership avoidance in MCC than those with low levels of NC-MTL.

To examine the effect of MCC comparatively in the relationship between motivation to lead and leadership avoidance, an alternative culture created by Koc et al. (2021), feminine nurturing culture (FNC) was investigated in this study.

1.2.2 Feminine Nurturing Culture (FNC)

In order to measure the MCC comparatively, Koc et al. (2021) created a vignette describing an organizational culture named feminine nurturing culture (FNC). They described FNC as a relaxed, friendly, and non-competitive environment that values work-life balance, admitting weaknesses, showing vulnerabilities, and fostering collaboration (Koc et al., 2021).

Many studies in the literature examining the masculine and feminine characteristics of cultures have defined cultures with masculinity characteristics as power-oriented cultures and feminine cultures as people-oriented (Hofstede, 1998; Williams, Dobson, & Walters, 1989; Schein, 1997). Also, cultures with masculine characteristics have been associated with power, achievement, competition, status, and authority (Hofstede, 1998; Maier, 1999; Williams et al., 1989; Schein, 1997). On the other

hand, cultures with feminine characteristics have been associated with inclusion, acceptance, cooperation, participation, support, sharing, respect, and encouragement (Marshall, 1993; Maier, 1999; Sloan & Krone, 2000; van Vianen & Fischer, 2002).

Since FNC is an organizational culture where the work environment is comfortable and friendly, cooperation is valued, making mistakes is a part of development, and there is no competition (Koc et al., 2021); this study aims to understand whether such a comforting organizational culture has an effect on one's decision to be a leader.

As is known, NC-MTL was positively associated with both vertical and horizontal collectivistic values (Chan & Drasgow, 2001), was positively associated with self-transcendence values (Clemmons & Fields, 2011), showed a negative relationship with both vertical and horizontal individualistic values (Chan & Drasgow, 2001), and was found to exhibit a stronger emphasis on communion (Badura et al., 2020). Considering the literature emphasizing that individuals prefer work environments aligning with their own characteristics (Holland, 1997; Lievens et al., 2001) and also their career decisions influenced by characteristics of work environments (Schneider, 1987; Van Vianen & Fischer, 2002), the assumptions as follows. In a culture like FNC, which values cooperation, it is expected that compared to the other sub-dimensions, specifically, people with high levels of NC-MTL are less likely to avoid leadership than those with low levels of NC-MTL, since they have a motivation that aligns more closely with the characteristics of FNC.

Although the motivational sources for SN-MTL and AI-MTL are based on social hierarchy, and individuals with these motivations typically hold self-enhancement values, it is still expected that their leadership avoidance levels decrease in FNC culture. Despite

not aligning perfectly with their motivational sources, since FNC is a relaxed, friendly environment that fosters collaboration, it does not have characteristics that would necessitate leadership avoidance. Furthermore, Koc et al. (2021) highlighted that FNC values create positive outcomes even in work settings where masculine norms prevail (Koc et al., 2021). Therefore, it is expected that such a culture provides a breeding ground for becoming a leader. Accordingly, the next hypotheses are as follows:

Hypothesis 3A: The relationship between AI-MTL and leadership avoidance is moderated by FNC in such a way that people with high levels of AI-MTL would exhibit lower levels of leadership avoidance in FNC than those with low levels of AI-MTL.

Hypothesis 3B: The relationship between SN-MTL and leadership avoidance is moderated by FNC in such a way that people with high levels of SN-MTL would exhibit lower levels of leadership avoidance in FNC than those with low levels of SN-MTL.

Hypothesis 3C: The relationship between NC-MTL and leadership avoidance is moderated by FNC in such a way that people with high levels of NC-MTL would exhibit lower levels of leadership avoidance in FNC than those with low levels of NC-MTL.

Research examining the masculine and feminine characteristics of cultures has shown that organizational cultures with masculine norms and beliefs align more closely with men than with women (Maier, 1999; Marshall, 1993; van Vianen & Fischer, 2002). Therefore, this study also aims to explore whether the effect of organizational culture on the relationship between three types of motivation to lead and leadership avoidance differs based on gender.

1.3 Gender and Leadership Avoidance

In an extensive examination of the literature on gender and leadership emergence, Eagly and Karau's (1991) indicated that women are less likely to emerge as leaders

compared to men. Subsequent research has shown that the gender gap in leadership emergence has decreased over time (Duehr & Bono, 2006; Eagly & Sczesny, 2009; Koenig et al., 2011; Powell et al., 2002; Schein, 2001; Van Vianen & Fisher, 2002). Addressing the need for a recent comprehensive review, Badura et al. (2018) conducted a meta-analytic study on gender and leadership emergence. The findings from their meta-analysis demonstrated that although the gender gap has narrowed over time, it nonetheless still persists. In light of these findings, this study predicts that leadership avoidance differs between men and women. Therefore, the hypothesis is as follows:

Hypothesis 4: Women exhibit higher levels of leadership avoidance compared to men.

Researchers seeking to explain the gender gap in leadership emergence have concentrated on understanding how men and women differ (Broverman et al., 1972; Eagly & Karau, 2002; Heilman, 2001; Heilman & Parks-Stamm, 2007). Examining research on gender differences, it has been discussed that men were historically more likely to be in the breadwinner role; thus, they were assumed to be more assertive and dominant (Eagly & Karau, 2002; Williams & Best, 1990). Conversely, since women have historically been more likely in the role of homemaker, they were assumed to be more nurturing, emotionally expressive, and warm (Eagly, 1987; Eagly & Karau, 2002; Williams & Best, 1990). Accordingly, it is ascribed that men are more agentic than women, while women are more communal than men (Eagly & Steffen, 1984; Williams & Best, 1990; Wood & Eagly, 2012; Spence & Buckner, 2000). The association of men with more agentic traits and women with more communal traits causes leadership to be generally associated with masculinity, and the characteristics expected for leadership to be more closely associated with men (Badura et al., 2018; Lord et al., 1986; Koenig et al.,

2011). Indeed, in the meta-analysis examining whether stereotypes of leaders are culturally masculine (Koenig et al., 2012), they found that people see leadership as being closer to masculine and that leadership is associated with masculine stereotypes. Such cultural stereotypes pose significant challenges for women in attaining leadership roles, even if they have characteristics that are perfectly suitable for leadership (Glick & Fiske, 2007; Heilman & Parks-Stamm, 2007; Johnson et al., 2008; Koenig et al., 2012). In line with these findings, it is possible to assume that men and women would differ in their decision to be leaders in the MCC and FNC, which were previously discussed previously. To explore this, the current study investigates whether the effect of organizational culture on the relationship between the three types of MTL and leadership avoidance varies by gender.

As previously mentioned, MCC is a culture characterized by masculine norms, high competitiveness, and a strong emphasis on social hierarchies. Therefore, men who are associated with agentic traits (Badura et al., 2018) are more likely to emerge as leaders in MCC cultures, compared to women. Considering men's agentic characteristics and the literature showing that masculine norms favor men to become leaders (Maier, 1999; Marshall, 1993; van Vianen & Fischer, 2002), it can be assumed that men with both SN-MTL, NC-MTL, and AI-MTL have low levels of leadership avoidance in MCC cultures.

On the other hand, the literature has frequently highlighted that women face numerous challenges in becoming leaders in masculine norm-dominated cultures like MCC (Glick & Fiske, 2007; Heilman & Parks-Stamm, 2007; Koenig et al., 2012). Thus, the assumption is that women, despite having high levels of MTL, are likely to avoid leadership roles in MCC, where masculine norms prevail. In more detail, it was assumed

that women would be more likely to avoid leadership in MCC, even if they had high levels of AI-MTL, SN-MTL, or NC-MTL. Therefore, the next hypotheses are as follows:

Hypothesis 5A: In MCC, men with high levels of AI-MTL would exhibit lower levels of leadership avoidance, than women with high levels of AI-MTL.

Hypothesis 5B: In MCC, men with high levels of SN-MTL would exhibit lower levels of leadership avoidance, than women with high levels of SN-MTL.

Hypothesis 5C: In MCC, men with high levels of NC-MTL would exhibit lower levels of leadership avoidance, than women with high levels of NC-MTL.

On the contrary, given that FNC is a relaxed, friendly, and non-competitive environment that fosters collaboration, there is no reason to expect high levels of leadership avoidance in such a culture. Further, Koc et al. (2021) revealed that FNC values create positive outcomes even in work settings where masculine norms prevail. Therefore, in FNC, both men and women are expected to have low levels of leadership avoidance, regardless of whether they have high levels of SN-MTL, AI-MTL, or NC-MTL. Thus, the next hypotheses are as follows:

Hypothesis 6A: In FNC, both men and women with high levels of AI-MTL would exhibit low levels of leadership avoidance.

Hypothesis 6B: In FNC, both men and women with high levels of SN-MTL would exhibit low levels of leadership avoidance.

Hypothesis 6C: In FNC, both men and women with high levels of NC-MTL would exhibit low levels of leadership avoidance.

In the next section of the study, the procedures for data collection, information about the participants, and the measurement tools used to test the hypotheses are detailed.

2. METHOD

This section provides information about sample characteristics, the description of the measurement tools used, the pilot study conducted, procedures, and data screening made for the study variables.

2.1 Participants

Data were collected from a total of undergraduate 350 students (230 women, 120 men) aged between 19 and 27, with an average age of 21.94 for all participants ($SD = 1.54$). Data were collected from students rather than employees to avoid the influence of the organizational culture they are part of. The target population for this study comprised students with knowledge of leadership literature or those who have taken leadership-related courses. Consequently, students from the Business Administration departments of different universities and third- and fourth-year students from the Psychology Department of Özyeğin University were included in the research data, given that the Özyeğin University Psychology Department curriculum is known to offer courses on leadership in the third or fourth year. Additionally, 25% of the participants were employed part-time ($N = 88$), 7% were employed full-time ($N = 25$), and 68% were not actively employed ($N = 237$).

2.2 Measures

In this section, detailed information is given about the measurement instruments used in the study. Initially, the demographic information form is described. Subsequently, detailed information about scales and vignettes is provided.

2.2.1 Demographics

Participants answered demographic questions about their age, sex, and current year of study at the university, and whether they are currently employed.

2.2.2 Leadership Avoidance

The leadership avoidance scale consists of three items developed by Felfe et al. (2012) rated on 5-point Likert scale (1- strongly agree to 5- strongly disagree) (see Appendix D). Dr Felfe was contacted via email to obtain access to the scale, and permission was granted to use the scale. A sample item was as follows: “The pressure that comes with a leadership role is daunting to me.” The Cronbach’s alpha of the scale was found to be .79 in the current study.

2.2.3 Masculinity Contest Culture and Feminine Nurturing Culture

Masculinity contest culture (MCC) and feminine nurturing culture (FNC) vignettes were used in the study, which were created by Koc et al. (2021) to manipulate organizational culture. In the MCC condition (See Appendix B), participants were informed that their work environment was tough, competitive, required dominance to succeed, and had no tolerance for errors. In the FNC condition (see Appendix C), participants were told their work environment was relaxed, friendly, non-competitive, required good relations with others to succeed, and allowed for errors. Participants were randomly assigned to either the MCC ($N = 174$) or FNC ($N = 176$) condition. A manipulation check was conducted for both vignettes to determine whether the participants responded in accordance with the vignettes of FNC and MCC. Three manipulation check questions were created and measured using a 5-point Likert scale. The sample item was as follows: “In such a work environment, when you cooperate with

others, everyone wins.” Responses with an average score below 3 were to be excluded from the data. Since none of the participants had an average score below 3, no responses were excluded from the dataset.

2.2.4 Motivation to Lead

The motivation to lead scale consists of 27 items developed by Chan and Drasgow (2001). It has nine items for each of the three sub-dimensions: Affective-identity motivation to lead (AI-MTL), social-normative motivation to lead (SN-MTL), and noncalculative motivation to lead (NC-MTL). The questionnaire is rated on a 5-point Likert Scale (1- strongly agree to 5- strongly disagree). There are three different Turkish translations of the scale are available (Kablanoglu, 2019; Özbezek & Paksoy, 2022; Polatcan & Cansoy, 2020). Considering the differences between the Turkish translations of the expressions used in the current three adaptations, it was determined that conducting a new Turkish adaptation would be beneficial for this study. Therefore, the scale was translated into Turkish in the current study by the researcher and her thesis advisor. Back translation was conducted, and comparisons were made with the original scale to ensure conceptual equivalence. Following this, a pilot study was conducted with 194 participants including university students and employees in different organizations (76 males, 128 females, $M = 32.3$, $SD = 7.66$). The measurement model for motivation to lead was tested via confirmatory factor analysis. The results of the analysis are detailed in the Results section. After the analysis, nine items were removed from the scale to increase the model fit and reliability. Therefore, the final scale consisted of 18 items, with seven items in the AI-MTL subdimension, five items in the NC-MTL subdimension, and six items in the SN-MTL subdimension (see Appendix A). In the pilot study ($N = 194$), Cronbach’s alpha for AI-MTL was .87, SN-MTL was .68, and NC-MTL was .69. In the current main study

($N = 350$), Cronbach's alpha value for AI-MTL was .90, SN-MTL was .68, and NC-MTL was .69.

2.3 Procedure

Before data collection, ethical approval was obtained from the Research Ethics Committee of Özyeğin University (Approval Number: 2023/07/05). An online survey was created using Qualtrics (Qualtrics, Provo, UT), which is an online data collection platform. The survey included an online informed consent form that explained the purpose and procedures of the study, provided information about voluntary participation, and informed participants of their rights, including the option to withdraw from the study at any time. Participants were recruited via social media accounts, email, and the Research Participation System (SONA) at Özyeğin University. Students who participated via SONA received extra credit. Approximately four minutes were needed to complete the questionnaire. The data collection process started in January 2024 and concluded in June 2024.

2.4 Data Screening

The collected data were transferred to the SPSS 27 Package Program (IBM Corp. Released 2017). Before conducting the main analyses, missing values, outliers, and normality were reviewed. In the analysis of missing values, it was determined that there was no missing data in the study. Subsequently, both univariate and multivariate outliers were examined. For the identification of univariate outliers, the z-scores of the variables were calculated using a criterion of 3.29 ($p < .001$, two-tailed) (Tabachnick & Fidell, 2007). No univariate outliers were found. Next, multivariate outliers were assessed using the Mahalanobis Distance with a significance level of $p < .001$ (Tabachnick & Fidell,

2007). No multivariate outliers were found in the χ^2 criteria value of 18.46, corresponding to the number of variables in the model (Tabachnick & Fidell, 2007).

Next, skewness and kurtosis were evaluated to assess the normality assumption applying the criterion defined to be between +2 and -2 (George & Mallery, 2019). All variables fell within the acceptable range for normality, and thus, no transformations were necessary. Descriptive statistics for demographic and study variables are presented in Table 3.1.

Lastly, to assess the multicollinearity of the focal variables, tolerance and Variance Inflation Factor (VIF) values were evaluated. The results showed that VIF values ranged from 1.013 to 1.855, while tolerance values ranged from .539 to .987. Since tolerance values were above .10 and VIF values were below 10, this demonstrated that there was no multicollinearity among the predictor variables (Pallant, 2016).

3. RESULTS

This section first presents the pilot study conducted for the Turkish translation of the MTL scale, along with the confirmatory factor analyses and their results. Subsequently, the section presents the analyses conducted with the main study variables, including a correlation analysis, hierarchical regression analyses, simple slope analyses, and an independent sample t-test to test the hypotheses. The results are detailed below.

3.1 Confirmatory Factor Analysis

After translating the motivation to lead scale into Turkish, a pilot study was conducted with 194 participants including university students and employees in different organizations (76 males, 128 females, $M = 32.3$, $SD = 7.66$). A confirmatory factor analysis was conducted, using JASP 0.18.0.1, to assess whether the scale utilized in this study exhibited an appropriate factor structure (Muthén & Asparouhov, 2015). The originally structured three dimensions of MTL; AI-MTL (9 items), NC-MTL (9 items), and SC-MTL (9 items) were tested. To identify weak factor loadings that are less than .30 (Tabachnick & Fidell, 2007), the factorability of the 27 items was examined. However, the criterion for factor loadings was determined as .04 instead of .03 due to the low sample size (194 participants). To test the model fit; the Root Mean Square Error of Approximation (RMSEA), the Chi-Square Test of Model Fit, the Tucker Lewis Index (TLI), and the Comparative Fit Index (CFI) analysis were employed. For RMSEA, values below .06 suggest a good fit, those between .06 and .08 are considered acceptable, and values exceeding .10 represent poor fit (Hu & Bentler, 1999). For CFI and TLI, values greater than .90 indicate an acceptable fit (Hu & Bentler, 1999).

Table 3. 1 Descriptive Statistics, Item-rest Correlation, Skewness, Kurtosis Values for the Pilot Study (N = 194)

Motivation to Lead Dimensions	M	SD	Item-rest correlation	Skewness	Kurtosis
<i>Affective Identity MTL McDonald's $\omega = 0.87$, Cronbach's $\alpha = 0.87$</i>					
AI1	3.22	1	0.6	-0.4	-0.9
AI2	3.19	1.1	0.74	-0.08	-1.01
AI3	3	1.15	0.6	-0.03	-1.14
AI4	2.94	1.09	0.75	-0.01	-1.07
AI5	3.12	1.09	0.6	0	-1.13
AI6	3.46	0.93	0.55	-0.41	-0.75
AI7	3.05	1	0.63	-0.23	-1.09
<i>Noncalculative MTL McDonald's $\omega = 0.70$, Cronbach's $\alpha = 0.69$</i>					
NC1	3.49	1.07	0.53	-0.72	-0.18
NC2	3.37	1	0.47	-0.58	-0.62
NC3	3.64	0.85	0.37	-0.78	0.11
NC4	3.4	0.97	0.49	-0.63	-0.42
NC5	3.89	0.9	0.35	-0.88	0.58
<i>Social Normative MTL McDonald's $\omega = 0.69$, Cronbach's $\alpha = 0.68$</i>					
SN1	3.48	0.91	0.38	-0.64	-0.07
SN2	3.19	1.08	0.49	-0.34	-0.87
SN3	2.54	1.06	0.39	0.43	-0.89
SN4	2.48	0.96	0.47	0.57	-0.29
SN5	3.63	1	0.4	-0.78	-0.05
SN6	3.1	1.04	0.36	-0.03	-1.04

Note. AI = Affective identity MTL, NC = Noncalculative MTL, SN = Social Normative MTL.

Table 3. 2 *Model Estimates of Affective Identity, Noncalculative, and Social Normative of Motivation to Lead Inventory in the Final Models*

The Turkish Version of the Motivation to Lead Scale	Unstd. Loading (Standard Error)	Std. Loading	R ²
<i>Affective Identity Motivation to Lead</i>			
1) Bir grup çalışması yaparken, grubun üyesi olmaktansa lideri olmayı tercih ederim.	0.65(0.034)	0.65	0.42
2)-r Lider olmakla ilgilenen bir insan değilim.	0.85(0.036)	0.78	0.6
3) Başkalarını yönetmekten hoşlanan bir insanım.	0.72(0.035)	0.63	0.4
4) Bir grup çalışması yaparken genellikle ben liderlik etmek isterim.	0.90(0.037)	0.82	0.68
5)-r Ben lideri aktif bir şekilde destekleyen ama liderlik görevi üstlenmeyi pek tercih etmeyen biriymdir.	0.69(0.035)	0.64	0.41
6) İçinde yer aldığım çoğu grup ya da takımın sorumluluğunu üstlenme eğilimindeyim.	0.57(0.034)	0.62	0.38
7) İnsanlar bana oy verdi diye liderlik görevini kabul edecek değilim.	0.73(0.035)	0.73	0.53
<i>Noncalculative Motivation to Lead</i>			
1)-r Liderlik bana herhangi bir fayda sağlamayacaksa bu rolü asla kabul etmem.	0.47(0.044)	0.44	0.2
2) Bana bir fayda ya da ödül sağlamayacak bile olsa lider olmayı kabul ederim.	0.83(0.056)	0.84	0.7
3) Bir grubun liderliğini kabul etmek için hiçbir zaman daha fazla ayrıcalık beklemem.	0.30(0.042)	0.36	0.13
4)-r Grupla uğraşmaktansa kendi problemlerimle ilgilenirim.	0.56(0.046)	0.58	0.33
5)-r Bence insanlara liderlik etmek saygın olmaktan çok kirli bir iştir.	0.41(0.043)	0.45	0.2
<i>Social Normative Motivation to Lead</i>			
1) Grup üyeleri ne zaman liderlik etmemi istese ya da beni aday gösterse kabul ederim.	0.61(0.042)	0.67	0.45
2) Bana, insanlara liderlik etmenin değerli olduğu öğretildi.	0.43(0.039)	0.4	0.16
3) Bana, imkanım varsa her zaman başkalarını yönetmek için gönüllü olmam gerektiği öğretildi.	0.39(0.039)	0.36	0.13
4) Liderlik teklif edildiğinde geri çevirmek doğru değildir.	0.40(0.038)	0.41	0.17
5) Liderlik teklifi almak bir onur ve ayrıcalıktır.	0.56(0.041)	0.57	0.32
6)-r Bir gruba lider olmak konusunda isteksiz olduğum pek görülmez.	0.52(0.040)	0.5	0.25

Note. r = reverse coded. Std. Loading = Standardized Loading. Unstd. Loading = Unstandardized Loading.

Descriptive statistics, including skewness and kurtosis values, were analyzed for each item. Detailed information is provided in Table 3.1. ULS (Unweighted Least Squares) was employed due to its provision of more accurate parameter estimates and precise standard errors in ordinal factor analysis (Forero et al., 2009). A three-factor model was tested based on the original MTL scale (Chan & Drasgow, 2001), and standard estimation values were examined. After testing all 27 items, six items were removed from the scale since their loadings were lower than .40. As the next step, residual covariance values were examined, and to increase the model fit, three items were removed. Although the residual covariance value between item 6 and item 8 (see Appendix A) was 25.506, these items were not removed from the scale because removing them did not affect the model fit positively, and reliability decreased if any of the items were removed. Eventually, the loadings of the final remaining 18 items were between .357 and .823. Three-factor model indicated an acceptable fit on the data, $\chi^2(131) = 182.835$ ($p < .000$), CFI = 0.98, TLI = 0.977, RMSEA = 0.045 (90% CI=0.028~0.060), SRMR =0.070. See Table 3.2 for details.

The subsequent sections of the study present the analyses conducted on the main study variables.

3.2 Bivariate Correlations among the Study Variables

Bivariate correlations were conducted to determine the relationship between leadership avoidance, AI-MTL, SN-MTL, NC-MTL, gender, and leadership avoidance (see Table 3.3). Results illustrated that leadership avoidance was negatively associated with AI-MTL ($r(350) = -.170, p = .001$), and NC-MTL ($r(350) = -.175, p = .000$). Surprisingly, there was no significant relationship between leadership avoidance and SN-MTL ($r(350) = -.073, p = .171$). Therefore, hypothesis 1A (AI-MTL is negatively related

to leadership avoidance) and hypothesis 1C (NC-MTL is negatively related to leadership avoidance) were supported, whereas hypothesis 1B (SN-MTL is negatively related to leadership avoidance) was not supported.

Also, correlations between age, gender, and organizational culture were examined. Results demonstrated that age was significantly and negatively correlated with leadership avoidance ($r(350) = -.124, p = .021$), indicating that as age increases, individuals' leadership avoidance decreases. In addition, the results showed a significant and negative correlation between leadership avoidance and organizational culture ($r(350) = -.493, p = .000$), and a positive correlation between leadership avoidance and gender ($r(350) = .144, p = .007$). These relationships are further examined using regression analyses in the subsequent sections of the study.

Table 3. 3 *Bivariate Correlations and Descriptive Statistics for the Study Variables*

Variables	1	2	3	4	5	6
1.Leadership Avoidance	-					
2.Affective-identity MTL	-.170**	-				
3.Noncalculative MTL	-.175**	.527**	-			
4.Social-normative MTL	-.073	.570**	.324**	-		
5.Organizational Culture	-.493**	-.005	.021	.045	-	
6.Gender	.144**	-.075	.014	-.059	-.080	-
7.Age	-.124*	-.011	-.043	.071	.041	-.074
8.N	350	350	350	350	350	350
9.Mean	3.0952	3.4947	3.4469	3.2895		
10.Standard Deviation	0.995	0.802	0.697	0.626		
11.Minimum - Maximum	1.00 - 5.00	1.14 – 5.00	1.40 – 5.00	1.67 – 5.00		
12.Skewness	-.062	-.513	-.312	-.106		
13.Kurtosis	-.851	-.241	-.307	-.067		

Note. ** $p < .01$ (2-tailed), * $p < .05$ (2-tailed). Gender: 0 = Male, 1 = Female. Organizational Culture: 0 = Masculinity Contest Culture, 1 = Feminine Nurturing Culture. MTL = Motivation to Lead.

3.3 Hierarchical Multiple Regression Analysis to Discover the Effect of Organizational Culture

Hierarchical regression analysis was conducted in which leadership avoidance was regressed on motivation to lead (AI-MTL, NC-MTL, SN-MTL) and organizational culture (Feminine Nurturing Culture, Masculinity Contest Culture) and two-way interaction terms between those variables (e.g., AI-MTL x organizational culture). To create interaction terms, AI-MTL and organizational culture were grand-mean centered and then multiplied (Aiken & West, 1991).

In the first block in Table 3.4, age and sex accounted for 3% of the variance in leadership avoidance, $F(2, 347) = 6.023, p < .003, R^2 = .034$. In the second block, AI-MTL, NC-MTL, and SN-MTL accounted for 4% of the additional variance, $F(5, 344) = 5.567, p < .000, R^2 = .075$. The third block consisted of organizational culture and explained 23% of additional variance in leadership avoidance, $F(6, 343) = 25.176, p = .000, R^2 = .306$. The fourth block contained two-way interaction terms between motivation to lead (AI-MTL, NC-MTL, SN-MTL) and organizational culture (Feminine Nurturing Culture, Masculinity Contest Culture), accounted for the additional 2.9% of the variance in leadership avoidance, $F(9, 340) = 19.033, p = .000, R^2 = .335$ (see Table 3.4).

Results indicated that the interaction between AI-MTL and organizational culture was not significant in predicting leadership avoidance ($\beta = .088, t = 1.452, p = .148$). Therefore, hypothesis 2A (The relationship between AI-MTL and leadership avoidance is moderated by MCC...) and hypothesis 3A (The relationship between AI-MTL and leadership avoidance is moderated by FNC...) were not supported ($\beta = .088, t = 1.452, p = .148$) (see Table 3.4).

Table 3. 4 *Summary of Hierarchical Regression Analysis for Variables and Leadership**Avoidance (N =350)*

<i>Variable</i>	Leadership Avoidance		
	<i>B</i>	<i>SE B</i>	β
Block 1			
Age	-.073	.034	-.114
Gender	.284	.111	.136
Total R^2			.034
F			6.023
Block 2			
AI-MTL	-.121	.070	-.122
NC-MTL	-.136	.061	-.137*
SN-MTL	.057	.063	.057
Total R^2			.075
$R^2 \Delta$			.041
F			5.567**
Block 3			
Organizational Culture	-.481	.045	-.483***
Total R^2			.306
$R^2 \Delta$			.231
F			25.176***
Block 4			
Organizational Culture x AI-MTL	.088	.060	.088
Organizational Culture x NC-MTL	-.195	.052	-.195***
Organizational Culture x SN-MTL	-.032	.055	-.032
Total R^2			.335
$R^2 \Delta$			.029
F			19.033**

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Gender: 0 = Male, 1 = Female. Organizational Culture: 0 = Masculinity Contest Culture, 1 = Feminine Nurturing Culture. MTL = Motivation to Lead.

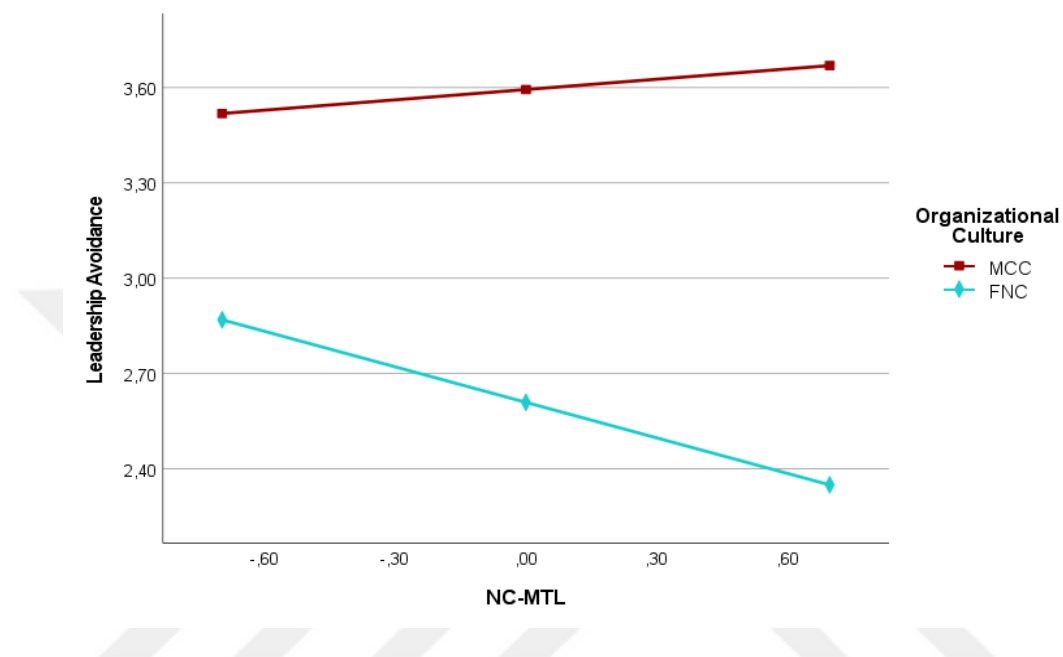
Also, results showed that the interaction between SN-MTL and organizational culture was not significant in predicting leadership avoidance ($\beta = -.032$, $t = -.588$, $p = .557$). Therefore, hypothesis 2B (The relationship between SN-MTL and leadership avoidance is moderated by MCC...), and hypothesis 3B (The relationship between SN-MTL and leadership avoidance is moderated by FNC...) were not supported (see Table 3.4).

Only the interaction between NC-MTL and organizational culture was significant in predicting leadership avoidance ($\beta = -.195$, $t = -3.726$, $p = .000$). These findings are indicative of supporting the moderation relationship predicted by hypothesis 3C (The relationship between NC-MTL and leadership avoidance is moderated by FNC...) and hypothesis 2C (The relationship between NC-MTL and leadership avoidance is moderated by MCC...). However, a simple slope analysis was needed to determine whether both cultures had an effect on this relationship. Therefore, to understand the nature of this significant interaction, simple slope analyses were conducted. The association between NC-MTL and leadership avoidance at two levels of organizational culture was plotted: high (1 SD above the mean), the mean, and low (1 SD below the mean; Aiken & West, 1991). The simple slopes analysis illustrated that the slope for MCC was not significantly different from zero ($t = 1.0621$, $p = .2889$). Consequently, in MCC, high levels of NC-MTL were unrelated to low levels of leadership avoidance (see Figure 3.1). Therefore, hypothesis 2C (The relationship between NC-MTL and leadership avoidance is moderated by MCC...) was not supported.

On the other hand, the slope for FNC was significantly different from zero ($t = -3.8927$, $p = .0001$). Consequently, in FNC, high levels of NC-MTL were related to lower

levels of leadership avoidance (see Figure 3.1). Thus, hypothesis 3C (The relationship between NC-MTL and leadership avoidance is moderated by FNC...) was supported.

Figure 3. 1 *Organizational Culture and NC-MTL Predicting Leadership Avoidance*



3.4 Independent Sample T Test

Another aim of this study was to discover gender differences in leadership avoidance. Thus, in order to understand whether there are gender differences in study variables independent sample t-test was used. The results indicated that there were statistically significant differences between men and women in their leadership avoidance ($t(348) = -2.84; p = .005$). Women ($M = 3.19, SD = 1.03$) had higher levels of leadership avoidance than men ($M = 2.89, SD = 0.89$). Therefore, these findings supported hypothesis 4 (Women exhibit higher levels of leadership avoidance compared to men). The results showed that there were no significant differences in AI-MTL, NC-MTL, and SN-MTL (see Table 3.5).

Table 3. 5 *Independent Sample T-Test Statistical Analysis*

	Sex	N	M	SD	<i>t</i>	<i>df</i>	<i>p</i>
Leadership Avoidance	male	120	2.897	0.895	-2.84**	348	0.005
	female	230	3.199	1.031			
AI-MTL	male	120	3.577	0.765	1.43	348	0.155
	female	230	3.452	0.819			
NC-MTL	male	120	3.433	0.721	-0.26	348	0.797
	female	230	3.454	0.686			
SN-MTL	male	120	3.340	0.662	1.07	348	0.135
	female	230	3.263	0.606			

Note. M = Mean, SD = Standard Deviation.

These results indicate that, despite the similar levels of MTL between women and men (see Table 3.5), there is a significant difference in their levels of leadership avoidance. To examine the variables that may have an influence on the relationship between MTL and leadership avoidance and to test the other hypotheses, another hierarchical regression analysis was conducted and is included in the continuation of the study.

3.5 Hierarchical Multiple Regression Analyses to Discover Gender Differences

To discover whether the effect of organizational culture on the relationship between MTL and leadership avoidance differed according to gender, two separate regression analyses were conducted for male ($N = 120$) and female ($N = 230$) participants.

Similar to the hierarchical regression analysis conducted earlier, two hierarchical regression analyses were conducted in which leadership avoidance was regressed on

motivation to lead (AI-MTL, NC-MTL, SN-MTL) and organizational culture (Feminine Nurturing Culture, Masculinity Contest Culture) and two-way interaction terms between those variables (e.g., AI-MTL x organizational culture). To create interaction terms, AI-MTL and organizational culture were grand-mean centered and then multiplied (Aiken & West, 1991).

For the female group, in the first block in Table 3.6, age accounted for 0.1% of the variance in leadership avoidance, $F(1, 228) = 2.840, p = .093, R^2 = .012$. In the second block, AI-MTL, NC-MTL, and SN-MTL accounted for 0.5% of the additional variance, $F(3, 225) = 3.852, p = .005, R^2 = .064$. The third block consisted of organizational culture and explained 27% of the additional variance in leadership avoidance, $F(1, 224) = 22.478, p < .001, R^2 = .334$. The fourth block contained two-way interaction terms between motivation to lead (AI-MTL, NC-MTL, SN-MTL) and organizational culture (Feminine Nurturing Culture, Masculinity Contest Culture), accounted for the additional 0.2% of the variance in leadership avoidance, $F(3, 221) = 14.866, p < .001, R^2 = .350$ (see Table 3.6).

For the male group, in the first block in Table 3.6, age accounted for 0.2% of the variance in leadership avoidance, $F(1, 118) = 1.869, p = .174, R^2 = .016$. In the second block, AI-MTL, NC-MTL, and SN-MTL accounted for 0.3% of the additional variance, $F(2, 115) = 1.248, p = .295, R^2 = .042$. The third block consisted of organizational culture and explained 18% of additional variance in leadership avoidance, $F(1, 114) = 6.381, p < .001, R^2 = .219$. The fourth block contained two-way interaction terms between motivation to lead (AI-MTL, NC-MTL, SN-MTL) and organizational culture (FNC, MCC), accounted for additional 1% of the variance in leadership avoidance, $F(3, 111) = 6.340, p < .001, R^2 = .314$ (see Table 3.6).

Table 3. 6 Summary of Hierarchical Regression Analyses for Variables and Leadership Avoidance (Male N = 120, Female N = 230)

Variable	Leadership Avoidance					
	Male (N=120)			Female (N=230)		
	B	SE B	β	B	SE B	β
Block 1						
Age	-.065	.048	-.125	-.79	.47	-.111
Total R^2			.016			.012
F			1.869			2.840
Block 2						
AI-MTL	-.48	.123	-.051	-.146	.086	-.145
NC-MTL	-.112	.093	-.129	-.154	.080	-.147
SN-MTL	.000	.100	.000	.081	.082	.076
Total R^2			.042			.064
$R^2 \Delta$			.026			.052
F			1.248			3.852
Block 3						
Organizational Culture	-.383	.075	-.426***	-.539	.057	-.522***
Total R^2			.219			.334
$R^2 \Delta$			.177			.270
F			6.381			22.478
Block 4						
Organizational Culture x AI-MTL	.271	.108	.288	.000	.073	.000
Organizational Culture x NC-MTL	-.306	.82	-.352***	-.129	.068	-.123
Organizational Culture x SN-MTL	-.083	.093	-.097	-.011	.069	-.010
Total R^2			.314			.350
$R^2 \Delta$			.095			.016
F			6.340			14.866

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. Gender: 0 = Male, 1 = Female. Organizational Culture: 0 = Masculinity Contest Culture, 1 = Feminine Nurturing Culture. MTL = Motivation to Lead.

For both the male ($\beta = .288, t = .422, p = .673$) and female ($\beta = -.000, t = -.003, p = .998$) groups, results indicated that the interaction between AI-MTL and organizational culture was not significant in predicting leadership avoidance. Therefore, hypothesis 5A (In MCC, men with high levels of AI-MTL would exhibit lower levels of leadership avoidance than women with high levels of AI-MTL) and hypothesis 6A (In FNC, both men and women with high levels of AI-MTL would exhibit low levels of leadership avoidance.) were not supported (see Table 3.6).

Also, for both the male ($\beta = -.097, t = -.889, p = .376$) and female ($\beta = -.010, t = -.153, p = .878$) groups, results indicated that the interaction between SN-MTL and organizational culture was not significant in predicting leadership avoidance. Therefore, hypothesis 5B (In MCC, men with high levels of SN-MTL would exhibit lower levels of leadership avoidance than women with high levels of SN-MTL) and hypothesis 6B (In FNC, both men and women with high levels of SN-MTL would exhibit low levels of leadership avoidance) were not supported (see Table 3.6).

For the male group, results indicated that the interaction between NC-MTL and organizational culture was significant in predicting leadership avoidance ($\beta = -.352, t = -.3729, p < .001$). Simple slope analysis was conducted to understand the nature of this interaction. For the female group, results indicated that the interaction between NC-MTL and organizational culture was not significant in predicting leadership avoidance ($\beta = -.123, t = -1.904, p < .058$). However, since the p value was found to be close to the criteria 0.05, another simple slope analysis was conducted to understand the nature of this interaction. Accordingly, for both groups, the associations between NC-MTL and leadership avoidance at two levels of organizational culture (MCC and FNC) were

plotted: high (1 SD above the mean), the mean, and low (1 SD below the mean; Aiken & West, 1991).

The results of the simple slopes analysis for understanding the nature of the MCC condition as follows. The simple slopes analysis for both men ($t = 1.1382, p < .257$) and women group ($t = .3250, p < .746$) showed that the slopes for MCC were not significantly different from zero. Consequently, in MCC, high levels of NC-MTL were unrelated to low levels of leadership avoidance for both men and women (see Figure 3.2 and Figure 3.3). Therefore, hypothesis 5C (In MCC, men with high levels of NC-MTL would exhibit lower levels of leadership avoidance, than women with high levels of NC-MTL.) was not supported.

On the other hand, the results of the simple slopes analysis for understanding the nature of the FNC condition as follows. The simple slopes analysis for the men group illustrated that the slope for FNC was significantly different from zero ($t = -2.9031, p = .004$). However, the simple slopes analysis for the women group showed that the slope for FNC was not significantly different from zero ($t = -2.8038, p < .055$). Consequently, in FNC, high levels of NC-MTL were related to low levels of leadership avoidance for men (see Figure 3.2). Meanwhile, in FNC, high levels of NC-MTL were unrelated to low levels of leadership avoidance for women (see Figure 3.3). Therefore, hypothesis 6C (In FNC, both men and women with high levels of NC-MTL would exhibit low levels of leadership avoidance) was partially supported. In more detail, men with high levels of NC-MTL exhibited lower levels of leadership avoidance in FNC, compared to women with high levels of NC-MTL.

Figure 3. 2 *Organizational Culture and NC-MTL Predicting Leadership Avoidance*
(Male Group)

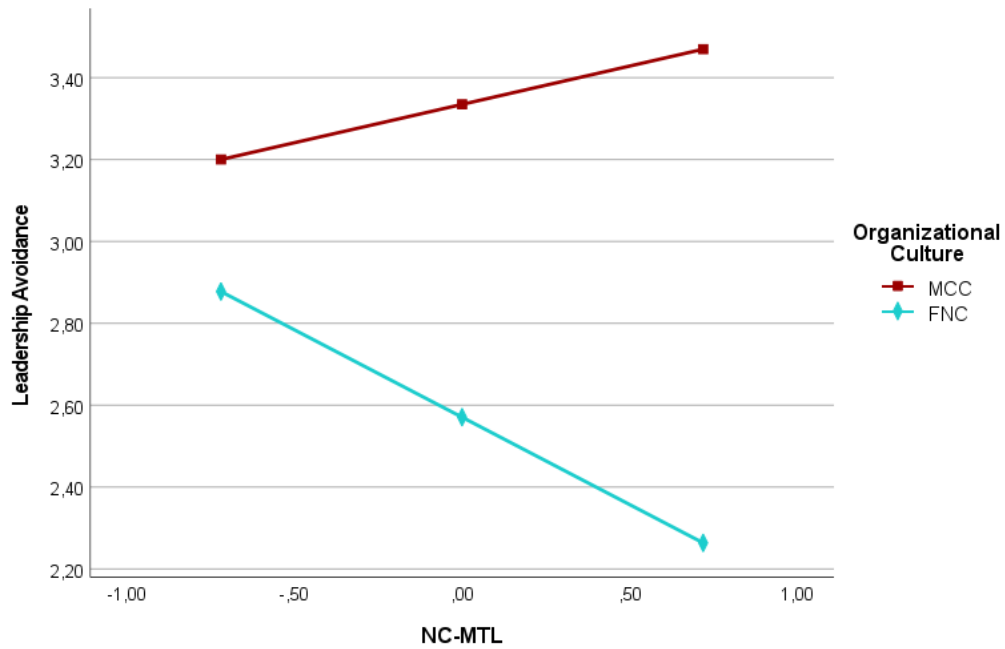
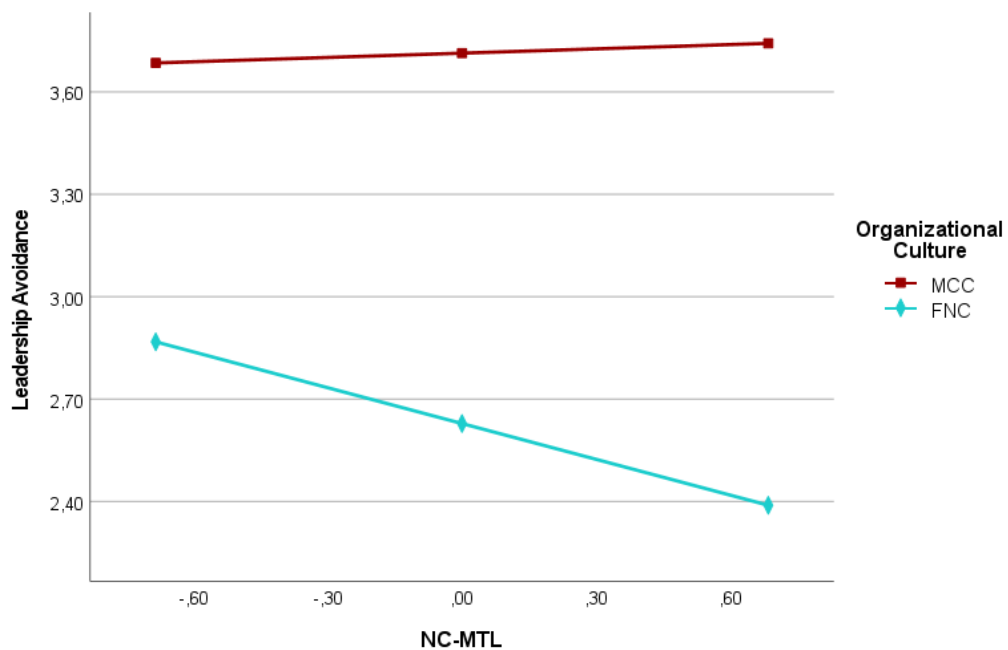


Figure 3. 3 *Organizational Culture and NC-MTL Predicting Leadership Avoidance*
(Female Group)



4. DISCUSSION

The current study is conducted to investigate the impact of organizational culture on the relationship between three types of MTL and leadership avoidance. Furthermore, the current study was also conducted to explore whether the effect of organizational culture on the relationship between the three types of MTL and leadership avoidance differs according to gender. In line with these objectives, in the subsequent sections, the findings of the current study were discussed together with the relevant literature.

4.1 Motivation to Lead and Leadership Avoidance

The first aim of the study was to examine the relationship between three types of motivation to lead and leadership avoidance. The results of the meta-analysis conducted by Badura et al. (2020) illustrated that all three sub-dimensions of MTL were predictors of leadership emergence. Accordingly, it was hypothesized that all three types of motivation to lead would be negatively related to leadership avoidance. Results showed that AI-MTL and NC-MTL were negatively correlated with leadership avoidance, as expected. However, surprisingly, there was no significant relationship between SN-MTL and leadership avoidance. To explain these findings, the results are discussed in conjunction with research that examine the relationship between the three sub-dimensions of MTL and various variables predicting leadership emergence. Although many studies conducted to examine the relationship between MTL and variables predict leadership emergence, have used AI-MTL subdimension alone for measurement (Crizaki et al., 2017; Felfe & Schyns, 2014), research that includes three dimensions or two dimensions of MTL has yielded varying results regarding variables that predict leadership emergence.

Lacroix and Pircher Verdorfer (2017) found that AI-MTL and NC-MTL were negatively related to leadership avoidance. However, in line with their research purpose, they did not include SN-MTL subdimension in their study variables. That is, the findings of the current study regarding AI-MTL and NC-MTL had negative relationship with leadership avoidance, are consistent with the findings of Lacroix and Pircher Verdorfer (2017). Since Lacroix and Pircher Verdorfer (2017) did not include SN-MTL subdimension in their study, the findings of the current study are discussed in conjunction with other research that includes SN-MTL subdimension and its relationship with other variables predicting leadership emergence.

For instance, Rosch et al (2015) examined intention to apply for a leadership position and its relationship with AI-MTL and SN-MTL. The results of their study illustrated that AI-MTL was positively related to occupation of leadership positions, while SN-MTL was negatively related to occupation of leadership positions. Although there was no significant relationship between SN-MTL and leadership avoidance in the current study, Rosch et al. (2015), contrary to their expectations, found a negative relationship between SN-MTL and occupation of leadership positions. On the other hand, Kennedy et al. (2021) found that SN-MTL and AI-MTL were positively related to leadership intentions, whereas they did not find any significant relationship between NC-MTL and leadership intentions. They explained the discrepancy between their findings and Badura et al. (2020)'s findings which highlighted the subdimensions as predictors of leadership emergence, by emphasizing that leadership intentions and leadership emergence are not the same. Also, they argued that NC-MTL might not have leadership intentions because it represents a selfless form of motivation to lead. A similar perspective would be an explanation to the findings of the current study illustrating that AI-MTL and

NC-MTL were negatively related to leadership avoidance, while SN-MTL was not related to leadership avoidance. That is, SN-MTL may not be related to leadership avoidance because people with high levels of SN-MTL may perceive leadership as a duty rather than something to be avoided. Just as Kennedy et al. (2021) emphasized the difference between leadership intentions and leadership emergence, indeed, leadership avoidance is different from both. To sum up, the current study aligns with Badura et al. (2020)'s highlight for comparative measurement of the three subdimensions of MTL to due to their explanation of different variances and, argues that the three subdimensions of MTL can vary across different contexts.

4.2 Moderating Role of Organizational Culture on the Relationship between Motivation to Lead and Leadership Avoidance

Another aim of the study was to investigate the moderating role of organizational culture on the relationship between MTL and leadership avoidance. In more detail, the relationship between three types of MTL and leadership avoidance was investigated comparatively by testing the effects of FNC and MCC. Results illustrated that, contrary to the expectations, MCC did not affect any of the relationships between the three types of MTL (AI-MTL, SN-MTL, NC-MTL) and leadership avoidance. Particularly, it was expected that in a hypercompetitive organizational culture like MCC, which values social hierarchies (Berdahl et al., 2018), people with high levels of AI-MTL would be less likely to avoid leadership, since they have the motivation to lead which is agentic-oriented and associated with have self-enhancement values (Badura et al., 2020; Clemmons & Fields, 2011). Likewise, it is also interesting that the results of the current study illustrated that people with high levels of NC-MTL, which is a motivation that emphasizes communion and is negatively related to individualistic values (Badura et al., 2020; Chan & Drasgow,

2001), did not exhibit increased levels of leadership avoidance in an environment like MCC. These findings could be explained by the fact that the workplace itself is inherently male-gendered, as Ely and Kimmel (2018) emphasize. The rules of the workplace, demands to prioritize work over family, performance evaluations, and hierarchical structures provide reasons to argue that if workplaces had a gender, it would be “male” (Ely & Kimmel, 2018). In other words, the existing perception of workplaces as being similar to MCC could provide an explanation for these results.

On the other hand, for FNC, the assumption was that the relationship between the three types of MTL and leadership avoidance would be moderated by FNC, such that the leadership avoidance of those with high MTL levels would decrease with the effect of FNC. Contrary to the expectations, the result showed that FNC did not affect the relationships between leadership avoidance and AI-MTL, nor between leadership avoidance and SN-MTL. But also, in accordance with the expectations, the results of the current study revealed that FNC moderated the relationship between leadership avoidance and NC-MTL so that the leadership avoidance of those with high NC-MTL levels decreased with the effect of FNC. Indeed, compared to the other sub-dimensions, especially people with high levels of NC-MTL, which is a motivation associated with collectivistic values and emphasizes communion (Badura et al., 2020; Chan & Drasgow, 2001), are less likely to avoid leadership in a culture like FNC, which values cooperation (Koc et al., 2021). This is also consistent with the literature indicating that individuals find work environments aligning with their own characteristics more attractive (Holland, 1997; Lievens et al., 2001), and this could influence the self-selection process in career decisions (Schneider, 1987; Van Vianen & Fischer, 2002).

4.3 Gender, Organizational Culture, Motivation to Lead and Leadership Avoidance

Another aim of the study was to explore whether the effect of organizational culture on the relationship between the three types of MTL and leadership avoidance differs according to gender. Initially, whether there is a difference in leadership avoidance between men and women were tested. Consistent with the findings in the leadership emergence literature that indicate a gender gap (Badura et al., 2018; Koenig et al., 2012; Van Vianen & Fisher, 2002), the results of the current study illustrated that women have higher levels of leadership avoidance compared to men. In fact, the results illustrated that women's levels of leadership avoidance are significantly higher, even when their motivation to lead is similar to that of men. In order to investigate whether this gender difference would differ under the impact of organizational culture, the effect of FNC and MCC in the relationship between MTL and leadership avoidance were also examined.

Literature has highlighted that women face numerous challenges in becoming leaders in masculine norm-dominated cultures like MCC (Glick & Fiske, 2007; Heilman & Parks-Stamm, 2007; Koenig et al., 2012). Therefore, the expectation was that in a hypercompetitive and hierarchical organizational culture like MCC, women's levels of leadership avoidance would increase, regardless of the high levels of MTL they have. However, no significant relationship in this regard was found, indicating that a toxic culture such as MCC had no effect on women's levels of leadership avoidance. On the other hand, considering men's agentic characteristics (Badura et al., 2018) and the literature showing that masculine norms favor men to become leaders (Maier, 1999; Marshall, 1993; van Vianen & Fischer, 2002), it was assumed that men would exhibit lower levels of leadership avoidance in MCC compared to women. Yet, the findings showed no significant reduction in men's leadership avoidance levels, regardless of the

type of MTL they possessed. Also, the results illustrated that there was no significant impact of MCC for the women group. As previously mentioned, the findings that a toxic culture like MCC does not affect the relationship between MTL and leadership avoidance, reinforce the previous argument indicating that participants perceive the workplace as a highly ambitious and competitive environment.

On the other hand, since FNC is a relaxed, friendly, and non-competitive environment (Koc et al., 2021), and does not have a feature that would cause leadership avoidance, it was assumed that both male and female groups would decrease their leadership avoidance levels in FNC, regardless of whether they have high levels of SN-MTL, AI-MTL, or NC-MTL. Contrary to the expectations, results illustrated that FNC did not have a significant effect on leadership avoidance levels in either men or women with SN-MTL and AI-MTL. But also, in accordance with the expectations, the result revealed that men with high levels of NC-MTL exhibited lower levels of leadership avoidance in FNC. Indeed, since FNC is an environment that values cooperation and communion (Badura et al., 2020), compared to the other sub-dimensions, especially people with high levels of NC-MTL exhibit lower levels of leadership avoidance in FNC. On the other hand, the expectation was that also women with high levels of NC-MTL would exhibit lower levels of leadership avoidance. However, while FNC illustrated a strongly significant effect in the male group ($p = .004$), this effect was only marginally significant in the female group ($p = .055$). This is consistent with findings in the leadership emergence literature, which indicate that the gender gap has decreased over time but still persists (Badura et al., 2018). Although the results showed no strongly significant relationship in the female group, the presence of a marginally significant relationship is still promising. That is, it is encouraging to suggest that women's levels of leadership

avoidance may decrease in a supportive environment (FNC) that aligns with their motivational type (NC-MTL).

4.4 Strengths, Limitations, and Future Directions

One of the strengths of this study is its contribution to the leadership emergence literature by addressing organizational culture as a factor that may affect the choice of being a leader or, more specifically, avoiding leadership. Furthermore, the study contributes to the literature suggesting that the three subdimensions of MTL may vary in predicting leadership emergence (Badura et al., 2020) by demonstrating that the three subdimensions of MTL differed in predicting leadership avoidance. Additionally, the study extends the literature by examining MCC and its alternative, FNC, in the context of MTL and leadership avoidance for the first time.

Besides these strengths, the current study also has several limitations. Firstly, one limitation of this study is the use of vignettes to manipulate organizational culture. Although the use of vignettes is quite common in social and organizational psychology (Atzmüller & Steiner, 2010), it provides findings that are largely dependent on the effort and engagement of the participants. Future studies may use different methods to examine the impact of organizational culture. Lastly, although Turkish translation of the MTL scale was created through a pilot study, the internal consistencies of the NC-MTL and SN-MTL subscales were low. Therefore, internal consistency could be increased by using other subscales for these subdimensions. Another limitation of the study was that all variables were assessed using self-report scales, creating a concern of common method bias. Future studies may utilize different research designs with multiple data collection phases.

4.5 Implications

The results of the study showed the moderating effect of organizational culture on the relationship between MTL and leadership avoidance. By introducing the concept of MTL, Chan and Drasgow (2001) developed a research field that suggests that becoming a leader is related not only to the decisions of employers but also to individuals' motivations, that is, their choices. Subsequent research has shown that emotions may also be effective in the relationship between MTL and leadership emergence (Auvinen et al., 2022; Aycaan & Shelia, 2019; Karakulaket al., 2022). This study extends this perspective by being the first to reveal the impact of organizational culture as a factor that may influence an individual's choice to become a leader or to avoid leadership. Future studies may include the impact of organizational culture while examining MTL, leadership avoidance and leadership emergence.

Contrary to the expectations, the results of the current study showed that a toxic organizational culture such as MCC did not affect the relationship between any type of MTL and leadership avoidance. One reason for this finding could be the perspective suggesting that work itself is male-gendered (Ely & Kimmel, 2018). Although MCC was often associated with male-dominated occupations such as the military and policing (Berdahl et al. 2018, Workman-Stark, 2021), participants of the current study consisted of Business Administrative and Psychology students. Since the results illustrated that a toxic organizational culture like MCC did not have an effect on leadership avoidance in sample of the current study, these findings demonstrate that workplaces in general may be perceived as hyper-competitive and filled with toxic masculine norms, at least by university students with no or very little work experience. Future research may investigate how students perceive workplaces in this context.

On the other hand, the findings indicate that individuals with high NC-MTL levels, which is associated with communion (Badura et al., 2020), exhibit decreased levels of leadership avoidance in FNC that emphasize cooperation (Koc et al., 2021). These findings contributed to the literature indicating that individuals find work environments aligning with their own characteristics more attractive (Holland, 1997; Lievens et al., 2001). Also, Kennedy et al. (2021) concluded in their study that even though individuals may have high levels of NC-MTL, they might not have leadership intentions. They recommended that organizations should support and encourage potential leaders with high levels of NC-MTL. The results of the current study illustrated that a supportive organizational culture like FNC would reduce leadership avoidance levels of people with high levels of NC-MTL. Additionally, the previous inferences of this study regarding workplaces are perceived as toxic, like MCC, point to the prevalence of masculine norms in workplaces. Considering the research that emphasizes that FNC values create positive outcomes even in work settings where masculine norms prevail (Koc et al., 2021), one recommendation could be that organizations should take initiatives to disseminate of feminine norms.

In addition, the findings of the study showed that the effect of organizational culture on the relationship between MTL and leadership avoidance may vary according to gender. More specifically, men with high levels of NC-MTL exhibited lower levels of leadership avoidance in FNC. Meanwhile, for the women group, even when they were in a culture like FNC which has values similar to their motivations (NC-MTL), there was no strong reduction in their leadership avoidance levels. However, the results illustrated that there was a marginally significant effect of FNC on the relationship between NC-MTL and leadership avoidance for women. Although this is promising that organizational

culture may have a positive impact on reducing women's leadership avoidance, it can be said that the reasons for women's greater leadership avoidance compared to men are not limited to organizational culture. Future research may investigate what other factors may cause women to avoid leadership even in the organizations with values that suit them.

These findings contribute to the literature indicating that although the gender gap has decreased over time, it still persists (Badura et al., 2018). At this point, the results of the current study illustrated that even when organizational cultural norms are free from masculine norms and women's levels of NC-MTL are high, there is still a way to go. Thus, the findings of the current study underline that organizations should carry out initiatives to encourage women to become leaders.

4.6 Conclusion

Overall, this study examined the effect of organizational culture on the relationship between three types of MTL and leadership avoidance. In order to see the impact of organizational culture more clearly, hyper-competitive and toxic organizational culture named MCC (Berdahl et al., 2018) was compared with a collaborative organizational culture named FNC (Koc et al., 2021), which possesses opposite characteristics of MCC. The results showed that individuals with high levels of NC-MTL exhibit reduced leadership avoidance in FNC. That is, individuals with NC-MTL, which is related to collectivistic values (Badura et al., 2020), are less likely to avoid leadership in environments that value collaboration. In other words, the current study provided evidence that organizational culture affects one's decision to become a leader. The findings of the study also demonstrated that there could be differences in leadership emergence according to the three types of MTL, since no significant change was observed according to organizational culture in the relationship between AI-MTL and leadership

avoidance, nor in the relationship between SN-MTL and leadership avoidance. Additionally, the results indicated that a toxic culture like MCC does not have an effect on leadership avoidance. This finding may contribute to the perspective that the workplace has become male-gendered (Ely & Kimmel, 2018). Furthermore, in line with Koc et al.'s (2021) study, which highlights that FNC values lead to positive outcomes even in masculine work settings, the findings of the current study also indicated that a collaborative culture with feminine norms, as opposed to masculine norms, reduces leadership avoidance.

In addition, whether the moderating effect of organizational culture differs by gender was also examined. The results illustrated that men with high levels of NC-MTL have lower leadership avoidance in FNC compared to women with high levels of NC-MTL. These results highlight the existence of the gender gap in leadership emergence (Badura et al., 2018; Van Vianen & Fisher, 2002) by showing that women might avoid leadership even in cultures that align with their motivations. In conclusion, this study might contribute to future research by demonstrating the impact of organizational culture and gender differences on leadership emergence.

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APPENDICES

APPENDIX A. THE TURKISH VERSION OF THE MOTIVATION TO LEAD

SCALE

Lütfen aşağıdaki ifadelere ne ölçüde katıldığınızı, size uygun olan seçeneği işaretleyerek yanıtlayınız (Derecelendirme: 1 = Hiç katılmıyorum 5 = Tamamen Katılıyorum).

AI1	1) Bir grup çalışması yaparken, grubun üyesi olmaktansa lideri olmayı tercih ederim.	1	2	3	4	5
NC1-r	2) Liderlik bana herhangi bir fayda sağlamayacaksa bu rolü asla kabul etmem.	1	2	3	4	5
SN1	3) Grup üyeleri ne zaman liderlik etmemi istese ya da beni aday gösterse kabul ederim.	1	2	3	4	5
AI2-r	4) Lider olmakla ilgilenen bir insan değilim.	1	2	3	4	5
NC2	5) Bana bir fayda ya da ödül sağlamayacak bile olsa lider olmayı kabul ederim.	1	2	3	4	5
SN2	6) Bana, insanlara liderlik etmenin değerli olduğu öğretildi.	1	2	3	4	5
AI3	7) Başkalarını yönetmekten hoşlanan bir insanım	1	2	3	4	5
SN3	8) Bana, imkanım varsa her zaman başkalarını yönetmek için gönüllü olmam gerektiği öğretildi.	1	2	3	4	5
NC3	9) Bir grubun liderliğini kabul etmek için hiçbir zaman daha fazla ayrıcalık beklemem.	1	2	3	4	5
AI4	10) Bir grup çalışması yaparken genellikle ben liderlik etmek isterim.	1	2	3	4	5
NC4-r	11) Grupla uğraşmaktansa kendi problemlerimle ilgilenirim.	1	2	3	4	5
SN4	12) Liderlik teklif edildiğinde geri çevirmek doğru değildir.	1	2	3	4	5
AI5-r	13) Ben, lideri aktif bir şekilde destekleyen ama liderlik görevi üstlenmeyi pek tercih etmeyen biriyimdir.	1	2	3	4	5
SN5	14) Liderlik teklifi almak bir onur ve ayrıcalıktır.	1	2	3	4	5
AI6	15) İçinde yer aldığım çoğu grup ya da takımın sorumluluğunu üstlenme eğilimindeyim.	1	2	3	4	5
NC5-r	16) Bence insanlara liderlik etmek saygın olmaktan çok kirli bir iştir.	1	2	3	4	5
SN6-r	17) İnsanlar bana oy verdi diye liderlik görevini kabul edecek değilim.	1	2	3	4	5
AI7	18) Bir gruba lider olmak konusunda isteksiz olduğum pek görülmez.	1	2	3	4	5

Note. r = reverse coded. AI= Affective Identity, SN= Social-normative, NC=Noncalculative MTL.

APPENDIX B. THE MASCULINITY CONTEST CULTURE VIGNETTE

Lütfen aşağıdaki metni dikkatlice okuyunuz. Ardından gelen soruları bu metinde anlatılan bir ortamda olduğunuzu düşünerek cevaplayınız.

Bir firmada orta düzeyde bir yönetici olduğunuzu düşünün. İş ortamınız çok sert, çünkü başarılı olmak için başkalarının üstünde baskı kurmanız gerekiyor. Çok rekabetçi bir ortam, hata yapma lüksünüz de yok çünkü riskleri çok fazla.

Gerçek bir profesyonel olarak işinizin gereklerini yerine getirmek için aşağıdaki yazılı olmayan kurallara uymanız gerekiyor.

- **Profesyonel bir kişi için iş her şeyden önce gelir:** Özel hayatınızda ne olursa olsun, işinizde başarılı olmak istiyorsanız, işi her şeyin üstüne tutmalı ve öncelik vermelisiniz.
- **Profesyonel bir kişi asla zayıf yönlerini göstermez:** Bir kere bile zayıflık gösterdiğinizde, iş ortamında yeniden saygı kazanmanız neredeyse imkansızdır. Sert biri olmalısınız ve hassas yanınızı iş hayatınızda asla göstermemelisiniz.
- **Profesyonel bir insan güçlü ve dayanıklı olmalıdır:** İş hayatı talepkârdır ve sizin uzun saatler çalışabilmek için fiziksel güce sahip olmanız gerekir. Günün sonunda, insanlar dayanıksız kişilere saygı duymaz.
- **İş dünyasında, kim daha dişliyse o hayatta kalır: Ya kazanırsın ya kaybedersin.** Bu ortamda bıçak sırtında yaşarsın ve koltuğunu korumak için başkalarını çiğnemen gerekir.

APPENDIX C. THE FEMININE NURTURING CULTURE VIGNETTE

Lütfen aşağıdaki metni dikkatlice okuyunuz. Ardından gelen soruları bu metinde anlatılan bir ortamda olduğunuzu düşünerek cevaplayınız.

Bir firmada orta düzey yönetici olduğunuzu düşünün. İşinizde başarılı olmak için başkaları ile iyi geçinmeniz gereken rahat ve dostça bir iş ortamındasınız. İş yerinizde rekabet yok, hatta, hata yapmak bile dünyanın sonu olarak görülmez ve anlayışla karşılanır.

Gerçek bir profesyonel olarak işinizin gereklerini yerine getirmek için aşağıdaki yazılı olmayan kurallara uymanız gerekiyor.

- **Profesyonel bir insan iş-yaşam dengesini kurmayı bilir:** İşinizde başarılı olmak istiyorsanız, işiniz ve özel hayatınız arasına bir çizgi çekmelisiniz. İnsanlar yalnızca net sınırları olanlara saygı duyar.
- **Profesyonel bir insan olmak gerçek bir insan olmak demektir:** Zayıf yanlarınızı göstermekten korkmayın. İnsanlar zekidir. Gerçek duygularınızı saklarsanız sizi samimi bulmazlar.
- **Bazen hasta ve yorgun olmak anlaşılır bir şeydir:** İş hayatı talepkârdır ve insanların enerjisini tüketir. Yorgun olduğunuzu kabul etmek bir sorun değildir. Sıkı çalıştığınızın bir göstergesidir.
- **İş dünyasında hayatta kalmak için başkalarının yardımına ihtiyacınız vardır:** Bu birinin kazanıp birinin kaybettiği bir oyun değildir.

APPENDIX D. THE LEADERSHIP AVOIDANCE SCALE

Okuduđunuz metne gre ařađıdaki ifadelere ne lde katıldığınızı, size uygun olan seeneđi iřaretleyerek yanıtlayınız (Derecelendirme: 1 = Hi katılmıyorum 5 = Tamamen Katılıyorum).

(Participants were previously asked to read either FNC or MCC vignettes)

1)	Byle bir iř ortamında liderlik yapacak olsam başkalarının hatalarını stlenmem gerekecek diye hep kaygılanırdım.	1	2	3	4	5
2)	Byle bir iř ortamında liderlik pozisyonundaki insanların stündeki baskıları rktc bulurum.	1	2	3	4	5
3)	Byle bir iř ortamında liderlik yapacak olsam benden beklenenleri yerine getirememekten kaygı duyardım.	1	2	3	4	5