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İŞLETME ENSTİTÜSÜ**

**THE ROLE OF HIGH AND LOW CONTEXT
CULTURE ON THE LEADERSHIP STYLE
PREFERENCES OF EMPLOYEES: TURKEY AND
IRAQ COMPARISON**

MASTER'S THESIS

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Field of Science : Management and Organization

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ABBREVIATION

LC	: Low Context
HC	:High Context
LCC	:Low Context Culture
HCC	:High Context Culture



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Leadership and leadership preferences are among the commonly studied topics. The role of culture in leadership studies and cross-cultural comparative studies have a critical role in understanding leadership. Studies based on social and cultural dimensions are predominant in culture and leadership studies. This situation constrains examining cultural characteristics that express more specific cultural differences in the context of cultural differences. One of the cultural features that are relatively more minor subject to leadership research in the literature is the high context and low context culture distinctions. These distinctions contribute to the understanding and interpreting of the dynamics of how individuals in society communicate with each other. In this respect, it should be the subject of leadership and organizational psychology studies more frequently.

In this study, the role of employees' high-context and low-context culture levels in leadership preferences was examined within the scope of the Turkey and Iraq comparisons.

The quantitative research method was used in the research. A previously developed scale was used to measure high context and low context variables. Participants from Turkey (n = 163) and Iraq (n = 310) were included in the study. Participants are people who continue to work actively. According to the research findings, it has been determined that the participants' high context and low context levels do not have a role in their leadership preferences. Turkish and Iraqi respondents were neither high-context nor low-context cultures. It has been determined that Turkish participants have a higher high context level than Iraqi participants. No statistically significant differences were detected in the high context and low context levels, depending on the characteristics of the participants, such as gender, marital status, education, industry, and managerial experience. Leadership expectations of Turkish and Iraqi employees were similar in four different leadership types that varied between autocratic and democratic leader preferences.

Keywords: Leadership Preferences, High Context, Low Context, Culture, Culture Difference,

Tezin Başlığı: Çalışanların Liderlik Tarzı Tercihlerinde Yüksek ve Düşük Bağlam Kültürünün Rolü: Türkiye ve Irak Karşılaştırması

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Liderlik ve liderlik tercihleri yaygın çalışılan konular arasındadır. Liderlik çalışmalarında kültürün rolü ve kültürlerarası karşılaştırmalı çalışmalar, liderliğin anlaşılmasında kritik role sahiptir. Kültür ve liderlik çalışmalarında toplumsal kültürel boyutlara bağlı olarak yapılan çalışmalar ağırlıklıdır. Bu durum kültürel farklılık bağlamında daha spesifik kültürel farklılıkları ifade eden kültür özelliklerinin incelenmesinde bir kısıt oluşturmaktadır. Literatürde göreceli olarak liderlik araştırmalarına daha az konu olan kültür özelliklerinden biri de yüksek ve düşük bağlam kültür ayrımlarıdır. Bu ayrımlar toplumdaki bireylerin birbirleri ile nasıl iletişime geçtiklerine ilişkin dinamiklerin anlaşılmasına ve yorumlanmasında katkı sunmaktadır. Bu bakımdan hem liderlik hem de örgütsel psikoloji çalışmalarına daha sık konu olmalıdır.

Bu araştırmada çalışanların yüksek bağlam ve düşük bağlam kültür düzeylerinin liderlik tercihlerindeki rolü, Türkiye ve Irak karşılaştırması kapsamında incelenmiştir.

Araştırmada nicel araştırma yönteminden faydalanılmıştır. yüksek ve düşük bağlam değişkenlerinin ölçümü için daha önceden kullanılmış ölçekten yararlanılmıştır. Araştırmaya Türkiye’den (n =163), Iraktan (n = 310) katılımcı dâhil olmuştur. Katılımcılar aktif olarak çalışmaya devam eden kişilerdir. Araştırma bulgularına göre katılımcıların yüksek ve düşük bağlam düzeylerinin liderlik tercihlerinde bir rolünün olmadığı tespit edilmiştir. Türk ve Iraklı katılımcılar ne yüksek bağlamlı ne de düşük bağlamlı kültür kategorisine girmiştir. Türk katılımcıların Iraklı katılımcılara göre daha yüksek high context düzeye sahip olduğu tespit edilmiştir. Katılımcıların cinsiyet, medeni hal, eğitim, sektör, yönetsel tecrübesi gibi özelliklerine bağlı olarak yüksek ve düşük bağlam düzeylerinde istatistiki açıdan anlamlı farklılıklar tespit edilmemiştir. Türk ve Iraklı çalışanların liderlik beklentileri otokratik ve demokratik lider tercihleri arasında değişkenlik gösteren dört ayrı liderlik tipinde benzerlik göstermiştir.

Anahtar Kelimeler: Liderlik Tercihleri, Yüksek Bağlam, Düşük Bağlam, Kültür, Kültür Farkı,

INTRODUCTION

Communication between individuals changes from one culture to another. It is very significant to understand differences and where their dissimilarities come from in this regard. In addition, culture is proposed to be separated into two different groups, including High and low context (Hall, 1976). Then this concept became popular and is utilized today as a tool to differentiate between two different cultures regarding communication and acting (Shofner, 2021).

Verbal and nonverbal communication could be used as a highlighted tool to describe the high and low context. Japan, China, France, Spain, Brazil, and so on are those countries that could be considered high context cultures due to focusing on world meaning, message, etc. On the other hand, the UK, Australia, the United States, and some other countries are considered low-context cultures. In mentioned countries, individuals' communication is different, focusing on words and documents rather than personality and meaning. However, there are some significant differences between high and low-context cultures. More clearly, oral communication is much preferred by individuals of high context culture. Also, written communication is much preferred by individuals of low context culture. Also, the most important characteristic in high context culture is similarity because most individuals of high context culture have similar education levels, etc. Furthermore, typically, low-context individuals prefer email, text, and written documents rather than speaking, unlike high-context individuals who prefer longer communication forms (Shofner, 2021).

One of the main differences between human beings in different areas is culture. Culture is a collection of opinions, ideas, and actions that they embrace and express to standardize everyday activities (Scarborough, 1998). Therefore, certain people in one area differ from another in a separate area, as it is impossible to quantify the differences. Based on (Laroche, 2003), humans create culture, and cultural differences are the product of their diverse thoughts and behaviour. Culture takes a long time to develop; many influences influence people's identity formation, religion, etc. Anthropologist (Hall and Hall, 1989) has drawn a complex distinction between high and low-context societies and how the context affects communication. A high-context culture employs high-context

interactions. Due to that, words are said more indirectly, making it difficult for a listener from a low-context culture to comprehend what is being said.

On the other hand, communications in low context are more direct, and the audience does not need to think about what the speaker is trying to say (Moran et al., 2007). According to (Hall et al., 1990), people of various cultures can combine their habits or cultural perspectives. The people of a particular country should be aware that tourists to their country act differently. They must understand each other; otherwise, communication would be complicated due to confusion and miscommunication if the citizen is unfamiliar with the visitors' culture. For example, Americans are very close to understanding and adopting foreign cultures, but Germans have a tough time integrating with individuals from other cultures (Hall et al., 1990).

This thesis includes several parts and chapters; based on the university guideline, a brief overview of the topic, including background, limitations, the purpose of the study, the significance of the study, research question, and so on, are shown in the introduction part of the thesis. Chapter 1 provides detailed information about the concepts, and based on that, all concepts related to the topic are defined and clarified. Therefore, it can be said that chapter one is a literature review that is written depending on published papers and articles related to the thesis topic. Chapter two provides a detailed methodology for collecting required data for achieving proper results through survey questionnaires, which contain several different questions for participants in 4 languages, including (Arabic, Turkish and Kurdish). Chapter three presents the study's results, including several tests such as reliability test analysis, descriptive statistics of total scores and sub-dimensions, independent sample t-test, ANOVA, correlation, and regression analysis. Then, Chapter four, the final chapter, provides a summary of the whole study depending on the collected result, providing a conclusion and recommendation for other studies that may be performed on the topic.

Purpose of the Research

This research examines the influence of cultural variations between high and low contexts on employee and leadership preferences. A comparison of Iraq and Turkey is conducted, and the function of low and high contexts on leadership preferences is examined.

Importance of Research

Cross-cultural leadership disparities are anticipated since cultural traditions and beliefs influence a leader's style. Leadership characteristics are influenced by cultural norms and the demands of the leadership position. Power is used differently in various cultures by leaders. As a result, this research is critical in distinguishing the effect of cultural differences between high and low contexts on leadership preferences in Iraq and Turkey.

Research Method

To attain the study's purpose, quantitative research methodologies were applied. A structured survey has been created and disseminated to Iraqi and Turkish employees and workers. The SPSS statistical analysis program was utilized to conduct the statistical analysis for this study. For the survey, we used various methods. First, we created a Google form for the Turkish respondents, and I created some questions based on significant sources. Then, I created a paper question for the Iraqi respondents and distributed it to the employees. I then observed some positive results and discussed them in the discussion section.

Scope of the Research

This research investigates the influence of cultural differences and the effects of high and low contexts on leadership choices in Iraq and Turkey. This research looks at the cultural impact and aspects of leadership style in Iraq and Turkey. Furthermore, this research gives an insight into Iraq and Turkey's cultures and their effect on leadership preferences and business management.

CHAPTER 1: DEFINING CONCEPTS

1.1. Culture

It includes many cultural customs are cultural institutes that can be found in all human societies, such as social practices such as culture, art, music, dance, rituals, and other forms of expression. It also includes techniques such as tools, cooking, shelter, and clothing.

Each generation has a long-term accumulation of cultural heritage. This cultural heritage has been passed on to several generations, while social culture is transmitted from one generation to another through socialization. In this process, children have acquired in the process of upbringing: this culture contains much cultural information and is used for the traditions and customs of their community (Edgar, 2004).

Mentioned that culture is formed in this way; typically, one of them becomes a leader to guide and direct the group. There are many examples regarding this issue, such as teachers creating a new class, political people creating a new party, managers taking on new management in a company, etc. So, any mentioned leader will have several characteristics and own things such as own vision, goals, beliefs, values, and ability to expect things related to the group. Moreover, such leaders will be able to identify all members' characteristics, values, and similarities in ideas and values. With (mentioned characteristics, group members follow the sketch of their leader and perform what the leader asks of them (Edgar, 2004).

For any leader, there will be two options either he or she will succeed or not. Case of success means the leader was right about his or her guideline to guide the group. Moreover, this success provides proper confidence about performing duties, and they act similarly to get more success. On the other hand, the case of failure means the leader's characteristics were not right and did not lead to success, which becomes a factor in seeking other leaders. After that, the culture development process will then rotate around that new leader. With further strengthening, a group or organization under the role of a new leader will become less aware of mentioned beliefs and values. It will become a factor to start treating previous problems more and more as non-negotiable assumptions.

(Edgar, 2004) also notices that these suspicions will progressively fade from awareness and underestimate as this interaction proceeds. At the point when suspicions get minimized, they become part of the gathering character; they are educated to newcomers as an approach to thinking, feeling, and acting; and if it is abused, it brings about inconvenience, nervousness, segregation, and eventually ex- correspondence (Edgar, 2004).

1.2. Definition of Culture

Researches and investigations define culture in several different ways so. According to a definition provided by (Kluckhohn, 1961), culture could be described as a way of thinking, mood, and responding, acquired and transmitted mainly by symbols, establishing the characteristic attainments of groups such as expressions, etc. So, the root of culture consists of traditional or recent ideas and ideologies, especially their attached values. (Neiva, 2007) explains culture as a dissimilarity among social groups due to various cultures. Another researcher claims that falling along several dissimilar dimensions could be known as culture, including power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance (Hofstede, 1980).

Typically, the influence of culture on individuals could be mentioned as mental programming because it directly impacts the behaviour and actions of the individuals. In addition, understanding an individual's culture is very significant and helpful in predicting the person's behaviour in or out of the working area.

This information is fundamental for those in administrative roles in organizations, NGOs, or legislative associations for intercultural relational abilities. Human conduct or behaviour varies when it manages various practices, and you can foresee responses from individuals of similar social foundations and individuals from different backgrounds (Hofstede, 1980). Also, Culture is defined by (Hall, 1976), who mentions that culture cannot be formed by itself, and a group of people is required to form culture because it belongs to the shared relationship of the group, which is not genetically inherited. Furthermore, culture is a complex concept that cannot easily explain in a single definition. A further definition is given by (Schein, 1990), who defines culture in managerial terms

as “how people feel about the organization, the authority system and the degree of employee involvement and commitment. He adds that culture can be viewed as a widely held, shared set of values, beliefs and ideas, Because normative or expected ideas, values, attitudes, and behaviours affect everything people do in society or inside the organization.

Moreover, three concepts were added to the essential components of culture by (Bodley, 1999). It is directly related to what people think, their actions, and the material products they produce. So, adding mentioned concepts to the essential components of culture was not belong to accepting one culture and refusing another, but it was about showing dissimilarities among several cultures (Bodley, 1999)

Another new definition for culture mentioned by (Thorngate, 2002) defined culture as an outline of shared basic expectations that a group is educated on. It solved its problems of external adaptation and internal integration that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel concerning those problems.

1.3. Models of Culture

Several methods or ways could be used to clarify the concept of culture. The most common and popular model is the “Onion Model of Culture”. The first layer around the core is described as a ritual. Rituals are conventionalized acting patterns that are used in specific situations. The ritual can be a way of personal hygiene (most Asians shower in the evening, Europeans in the morning) and (celebrating Independence Day, Thanksgiving, tipping in restaurants, etc.). The second layer around the core is the “heroes”, which refer to the people who have shown behaviour that showcases or represents characteristics highly appreciated in a culture. A hero can be a fictive person but influences the culture. It also can be national heroes, photo models, or scientists – all people who play role models in that society. The person can be living or dead. The third layer is about the symbols are items such as eating habits, foods, flags, or colours, representing cultural symbols (images, words, objects) such as language or traditional clothing, and brands like BMW, Apple, or Mercedes (Douglas, 2008).

1.4. Culture in Organization

(Smircich, 1983) could be mentioned as the first researcher who utilized the term " culture " in management. So, based to (Elliott Jack, 1951), culture in an organization refers to "Some treat culture as something owned by the organization, while others treat it as something that the organization does". Also, another researcher claims that each organization has its own culture, which could be differentiated depending on its culture. That is why it is a significant set of understandings shared by individuals in society or the community (Sathe, 1983). All explained definitions show the importance of culture and the influence of the characteristics in the organizations. Moreover, it tells us that the role of employees in the organization is precious. Moreover, Hofstede mentioned that there would be several organizations with different cultures even in the same country, or they may not be the same on several points.

Organizational culture has a long history that dates back several decades. It is a complicated term since various researchers have varied ideas on organizational culture and why organizations have unique cultures while being the same size and industry. According to (Huczynski and Buchanan, 2007), organizational culture is "the collection of generally consistent and durable values, beliefs, rituals, traditions, and practices shared by an organization's members, absorbed by recruits, and passed from one generation of employees to the next." According to research, seven characteristics characterize an organization's culture, such as (attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability, innovation, and risk-taking). According to popular literature, healthy organizational cultures are sometimes linked with strong cultures that are advantageous to businesses, consumers, and organizational success. According to (Robbins et al., 2011), it is simple to distinguish between weak and strong culture by distributing a survey to employees; if the majority of the respondents have the same opinion about the organization's mission and values, the culture is strong; if the opinion varies widely, the culture is weak.

Culture is essential for successful management performance; the stronger the culture, the more effective the company will become. According to (Schein, 2004), organizational values are anchored in the founders and leaders of companies, and these values help to strengthen the culture. (Moore, 2005) recognized the need in management studies for a

model of organizational culture that reflects the diversity of culture while being productively transportable from situation to situation. Unlike (Schein, and Mullins, 2005) stated that organizational culture and structure are established over time in response to a complex set of forces. Other factors influencing the development of organizational cultures include history, primary function, technology, goals and objectives, size, location, and environment. (Schein, 2010) criticized certain researchers and practitioners for incorrectly using the term culture, arguing that presuming there are "proper" cultures for businesses is not just superficial but also harmful. According to (McShane, 2000), powerful cultures are useful only when their ideals coincide with organizational circumstances. They should not be so strong that they prevent individuals from changing or repressing dissident subcultures. McShane concludes his case by recommending an adaptable culture that focuses outward rather than inward, directs everyone's attention to changing stakeholder demands, and encourages initiative and leadership to keep up with changes.

According to (Schein, 2010), organizational culture is formed by three factors:

- (1) The assumptions, values, and beliefs of the organization's founders;
- (2) The way employees learn and gain experience as the organization grows.
- (3) New leaders and employees bring new values, assumptions, and beliefs.

(Schein, 2004) emphasized the founders' role in establishing and resolving external organizational adaption and internal integration issues. Furthermore, leaders in dynamic environments face a highly complicated, unpredictable, and constantly changing environment that is challenging to comprehend. According to (Collard, 2005), the dynamics of corporate culture affect leadership style. (House et al., 2004) discovered that cultural variations strongly influence how followers believe about their leaders, particularly those norms associated with their prophetic status. According to (Schein, 2010), the change in technical complexity, particularly in information technology, has altered the leader's duty. Furthermore, (DePree, 2010) proposed that institutional values systems are critical for leaders since they serve as guiding principles and standards of conduct for people inside organizations. Finally, because of the globalization of the economy, countries are becoming more interdependent and interconnected, which leads

to the globalization of organizations; therefore, there is a need to investigate how culture and leadership are profoundly intertwined and understand how they can influence each other.

Depending to (Edgar Schein, 1985), at least six common meanings can be traced back to the organizational culture.

- Such as any person, all organizations have their character.
- The internal condition or environment of the organizations could be used to evaluate organizational character
- Differentiate organizations or administrations from other establishments.
- It greatly affects the attitude, behaviour, and performance of the individuals that work in the organizations.

Moreover, depending to (Edgar H. Schein, 2004), organizational culture includes the following points

- Individual Autonomy: The level of duty, liberty, and chances of exercising initiative that employees have in the organization.
- Structure: level of clear objectives, performance expectations, and authority relationships produced by the organizations.
- Management Support: the level of providing clear communication, assistance, warmth, and support to their subordinates by the managers
- Identity: The degree to which workers recognize the organization as an entire rather than their specific work-group.
- Performance Reward System: this point is more related to the reward system, for instance, increasing salary and promotions.
- Risk Tolerance: this point also encourages employees to be creative and risk-taking.
- Conflict Tolerance: The grade of struggle existing in the relationships among employees and the level of encouraging employees to criticize situations openly.
- Communication Patterns: The level of communication that the organization performs to the formal hierarchy of authority.

- Outcome Orientation: this point is related to the level of focusing on the outcomes by managers more than specific techniques to reach these outcomes.
- People Orientation: The level to which management choices consider the influence of consequences on people within the organization.

1.5. Cultural Dimensions

The ways of defining culture vary depending on the research field. In this regard, (Hofstede, 1980) defines it as "the collective programming of the mind that distinguishes one group from another." In reality, culture can affect behaviours and continuously changes with time. Therefore, researchers have proposed different models and dimensions of culture. These characteristics cover the threat's cultural depiction. However, it will provide a valuable outline to determine the effect of cultural differences on organizations or management (Silverthorne, 2005).

The following intelligent step is for sociologists to endeavour to recognize issues normal to all social orders through calculated thinking, reflection on field insight, and measurable exploration. In 1954, two American social scientists (Alex Insoles and clinician) Daniel Levinson (performed a survey on public culture. They recommended that the accompanying issues be portrayed as essential issues normal all over the planet that will influence the tasks of social orders and gatherings in these social orders and people in these social orders: (Hofstede, 2010)

- Power connection, mainly self-concept.
- Society and individuals' connection
- Character model of maleness and femaleness
- Ways of handling problems, like aggression control

After twenty years, there is a chance to concentrate on a lot of overview information on the values of individuals over 50 nations or countries worldwide. Especially Those who work for international companies such as international businesses, in addition, in the beginning, they may face similar problems or common issues and solve them easily, but there are some issues which solutions have differed for any region, such as

- Social dissimilarity such as power relationship
- Group and individuals connections
- Theory of manliness and femininity
- Verified details ways of dealing with ambiguity

Their anticipated outcomes offer proper support for the hypothetical importance of the examinations. Therefore, it is required to look at all fundamental issues of human society in various studies, focusing on the methods specifically.

In this research, determining and clarifying the outcomes utilizing (Hofstede, 1980) cultural dimension could be considered a good way due to its ability to explain several significant methods of cultural variety and its ways of describing culture.

Moreover, the Scale is extremely well known and broadly involved across the country and people because of multiple factors:

To begin with, it covers the social aspect and expands the social ideas created throughout the long term. Through a complete survey of social writing, (Clark, 1990) demanded that there are numerous connections among the various styles of the way of life and that Hofstede's scientific classification completely reflects its extension.

Second, Hofstede's volume is acquired through tests. Though numerous other social articulations are still in the calculated stage, (Hofstede, 1980) overviewed almost 100,000 IBM representatives in 66 nations to decide the social aspect.

Third, sociology and diverse examinations have duplicated Hofstede's arrangement and viewed it as the main social orientation hypothesis (Chandy and Williams, 1994; Sondergaard, 1994). The Social Science Citation Index indicated that 2,700 friends investigated insightful articles that referred to Hofstede's work (Hofstede, 2001). Utilizing the Hofstede scale, the specialists observed a significant connection between public culture and sociodemographic, geographic, monetary, and political markers (Kale and Barnes, 1992).

In (Hofstede et al., 2010) examination, members included experts from various nations who studied information on this theme. The table records the instructive social component of Hofstede in these nations:

(Hofstede, 2010) recognized 4 components of culture: power distance (PDI), individual - aggregate (IDV), vulnerability aversion (UAI), and manliness - gentility (MAS).

Hofstede (2010) identified 5 dimensions of culture: power distance (PDI), individual - collective (IDV), uncertainty avoidance (UAI), and masculinity-femininity (MAS).

1.6. The Cultural Dimensions of Hofstede

Six cultural dimensions are explained by (Hofstede, 1980), such as

1. Power distance (PDI)
2. Individual - collective (IDV)
3. Uncertainty avoidance (UAI)
4. Masculinity - femininity (MAS).
5. Long-term - short-term orientation (LTO).
6. Indulgence versus restraint (IVR)

Power distance is one of the cultural dimensions that Hofstede explains: "How power is distributed in society, and to what extent do you expect and accept the weaker members of institutions and organizations in a country to distribute power unequally. In other words, is power distributed equally or concentrated?" equity of power will not be accepted by individuals among organizations and persons (Hofstede, 1980).

The individual/group: the second dimension clarified by Hofstede is the individuals/group, which refers to the 'degree of individual integration into a group'. Based on the explanation, having a high recognition rate refers to the free relationship between persons, due to that all persons prize individuality and freedom. The individual's interest and level of individual self-insight have a place with the interest of the gathering (Hofstede, 1980).

Avoiding uncertainty: this dimension means "the extent to which cultural members are threatened by uncertain or unknown circumstances, " meaning the ways of dealing with society with unexpected conditions. High UAI implies that society members are not comfortable with being uncertain about situations, and this manner supports the most encouraging convictions with assurance and consistency. For instance, through examination, arranging, and perception, in addition to determination, rules, strange

notions, and directing guidelines; In this situation, there are worries about wellbeing, cash, and the future too (Hofstede, 1980).

Masculinity is defined: as another dimension clarified by (Chen and Starosta, 2005), which refers to “the extent to which stereotypically masculine and feminine traits prevail in the culture” based on that, in this kind of culture, men are likely to be forceful, ambitious, but women are predictable to be helpful, nurturing and so on (Dainton and Zelley, 2011).

Long-term (short-term) Orientation: Each general public needs to keep up with certain connections with its past while managing the present difficulties. Social orders focus on these two existential objectives unexpectedly. For instance, social orders who score low on this aspect like to keep up with revered customs and standards while surveying cultural change with doubt. Those with a culture that scores high, then again, adopt a more sober-minded strategy: they empower frugality and endeavours in present-day training as a method for planning for what is to come (Hofstede, 1980).

Indulgence Versus Restraint (IVR): Extravagance represents a general public or society that permits somewhat free delight of essential and normal human drives connected with enjoyment and having a great time. Restraint represents a general public society that smothers delight of necessities and controls it through severe normal practices. Another meaning “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun” (Hofstede, 2011).

1.7. Importance of Hierarchies

Based on the nation and the way of life, the responsibilities of leaders in a work environment can differ. A position of leaders can connect with an administration or high-up corporate situation in certain societies. A leader's characteristics and significance can influence the dynamic at work, connections, and assumptions inside a group. So social contrasts influence the initiative style massively (Tannenbaum, 1977).

Significance situated on rank and the ordered progression of an organization is extremely normal in Latin American and Asian societies. In these societies, managers or leaders take a more prevailing and characterized job. Subordinates address them in an

exceptionally specific manner and do not commonly challenge what they say. This dynamic enormously influences how a leader or potential supervisor communicates with their group, eventually affecting the wide range of various parts of the executives. As a result, people with various levelled work environment societies regularly have high paces of representative faithfulness and maintenance. Besides, characterized jobs and obligations set aside little space for disarray and relational stumbles in an organization.

In western societies, Hierarchies and rank are similarly less significant. Connections among supervisors and workers are significantly less formal and take a casual structure. While there is as yet common regard and understanding among group and leader, the significance of the job is not as obviously recognized. This presents valuable open doors for everybody in an organization to cooperatively be innovators in their own specific manner and work. Authority here will generally be more aggregate and comprehensive, as contrasted with providing and getting guidance from one party (Craig, 2019).

1.8. Social Orientation

It can be said that the social orientation in high-context culture countries is different compared to low-context culture countries. More clearly, in high-context culture countries, individuals are intensely involved with each other. Mentioned relations began with nitration among community, colleagues, family members, etc. Therefore, among context cultures, prod. On the other hand, low context culture cannot tie individuals together. That is why people move away from each other when things are not going well in a low-context culture. In addition, it can be said that connection or relationship is essential for business because most businesses rely on relation or connection.

1.9. Commitment

In common, the high involvement of individuals with each other and their high cohesiveness in high context culture countries will drive them toward high commitment (Hall, 1976). In high-context culture countries, the first promise starts with the first word of the individuals (Keegan, 1989). A first commitment or responsibility frequently fills in as the start of a long-lasting relationship. This again recommends that individuals in HC societies will more often than not be conscientious and, surprisingly, hesitant to start

something, especially in fields or connections that are not notable. It is often said that a solid presentation, particularly by the insider, is the main move toward carrying on with work in Asia. Americans and other LC individuals do not commonly feel as bound to finish activities, paying little mind to conditions as a few different societies do (Hall, 1976).

1.10. Responsibility

In addition, specialist individuals in countries with HC culture are responsible for their movements of assistants. Also, the most common type of decision-making is top which is very effective in companies and organizations. On the other hand, individuals in low-context cultures are also different. Responsibility is very soft and could be considered hard to pin down (Hall, 1976).

1.11. Confrontation

Regarding confrontation, confrontation in high context culture is avoided by individuals to keep social harmony and maintain the promise as well as the bond between individuals (Tse et al., 1988). One reason HC individuals here and there seem to communicate their thoughts indirectly, particularly concerning issues that may differ, is to diminish the chances of open and direct conflict (Hall, 1976). Moreover, high-context individuals limit their interests and feeling to keep social bonding with other people. In addition, it is due to having strong relationships with other people (Hall, 1976). On the other hand, individuals in low-context cultures seem to be less afraid of confrontation regarding self-defining (Hall, 1976). Also, regarding criticisms, in low context culture societies, individuals are more direct toward criticism issues, but in high connect countries, people criticize others and issues indirectly due to having mentioned solid social bonds with others (Dahl, 2004).

In this regard, (Sellin and Winters, 2005) mention that low context culture individuals' direct solutions for problems are utilized to resolve issues while producing conflicts. Nevertheless, it is tough to implement in HC culture due to strong and tied bonds among individuals, which make them aware of the influence of words that affect others.

1.12. Communication

Related to the communication issue, messages cannot be sensible in countries with high context characteristics without producing or having enough information. While in low context communication, there is enough information in the message.

Individuals are more likely to rely or depend on the physical context in high context culture societies, and there is not enough or clear information in their messages. In some circumstances, it requires putting a message in the right context to know what the right meaning of the message is. Generally, as a comparison between high and low context communication, HC communication is known as more satisfied, clear, fast, and efficient than low context communication (Hall, 1976).

In the Middle East or Asia, huge business deals may finish without adequate written documents. However, when any issue or problem produce in the business deal, it is not easy to find who is at fault. While in low context culture, the form of the required evidence is assigned or confirmed by using clear code in the form of grammar, words, or sentences (Hall, 1976).

Low-context messages tend to be more context-free, and deals are made with much less information about the participants' character, background, and values and much more reliance upon explicit communications (Keegan, 1989). What is important is what is said, not how it is said, and not the environment within it (Onkvisit and Shaw, 1993). Dealing with New Situations in an LC culture because it relies on context-free structures in its functioning—such as complex legal or insurance systems—may appear to be complex and overwhelming for some individuals. However, people in the West who are used to struggling with the complexities of the LC systems can be quite creative and not require excessively detailed programming when confronted with something new. On the other hand, although they can be creative and innovative when dealing with the new, LC people have trouble being anything but pedestrian when working within the bounds of old systems (Hall, 1976). On the contrary, HC people can be creative within their old system but have to move to the bottom of the context scale when dealing with anything new.

1.13. Leadership

The term "leader" can be defined in a variety of ways. Some research shows individual leadership qualities (e.g. Northouse, 1997; Stogdill, 1948), while others explain various leadership styles and actions (e.g. Burns, 1978; Kotter, 1990). For millennia, academics have been fascinated by the subject of leadership. However, the field of leadership has yet to be completely studied. International and global business management and success are significantly influenced by leadership style. Through the influence of their cultural values on leadership style, a manager's country culture plays a key part in the final success of an international and global business.

This conclusion implies giving local management significant leadership responsibilities in the worldwide arenas of multinational corporations. In the context of international performance, the personal value that has the greatest impact on cultural and personal values is "protection," specifically "protecting the environment." This value relates to 'themselves-transcendence' bipolar personal value (Schwartz, 1992). Furthermore, egocentric management styles are less effective than transcendent and socio-centric management styles in accomplishing the objectives of strategic planning (Cowan and Todorovic, 2000). Personal and cultural values have varied mediating impacts on manager leadership style. The most important values in the mediation process are those that are cultural. According to an analysis of the Wald statistics, cultural values can account for the mediation impact on managers' leadership style (Wald Numbers ratio: -1.96:4.606).

1.13.1. Leadership Preferences

Leaders' power is becoming increasingly essential in today's culture. Nowadays, the degree of alteration seems to be growing by the day. Organizations or Groups always require familiarity with a quickly changing environment; not only does the importance of consumer expectations threaten the status, but so do economic and political restrictions imposed by, for example, financial crises. As a result, one of the most pressing concerns in organizational life is the requirement to be adaptable and fast to environmental changes (Zorn, Page and Cheney, 2000). Leadership must be more successful than ever when financial resources are limited, and confidence dwindles. Employees must be motivated,

and their trust must be earned. To select the best leader or provide the most effective management education, it is critical to understand how leadership preferences differ among public sector companies and to be able to anticipate leadership preferences based on organizational values and norms (Veronica Lin, 2022).

Based on leadership theories (Alipour et al. 2017; Eden and Leviatan 1975; Junker and van Dick 2014; Lord and Smith 1983), understanding leadership starts with understanding the leadership's performance among the groups or organizations. So, it leads followers to know what an ideal leader should be like. Followers link a possible leader's actions to their favourite leadership behaviours. As a result, when both characters are close to each other, they observe their leader as a true leader (Budin and Wafa, 2015; Foti and Luch 1992). So, mentioned realization is very significant and positively impacts employees' performance. In other words, it produces positive relations and links between leaders and employees in the organization regarding job satisfaction and well-being (Chia et al., 2015; Epitropaki and Martin, 2005; Subramaniam et al., 2010).

On the other hand, appearing more differences between an ideal leader and favoured leadership will negatively impact the organization and decrease employee satisfaction (Vecchio and Sussman, 1989). Given the meaning of match among the actual leader and ideal leader behaviours, leaders must fully grasp their followers' leadership preferences. In this regard, several research on workers' preferred leadership styles to date, particularly in emerging economies (Veronica Lin, 2022).

1.13.2. Implicit Leadership Theories

According to understanding leadership schemes, people have implicit values of what it takes to be effective (Eden and Leviatan, 1975). They assess a likely lead to the samples and react depending on the outcomes of the judgments (Lord et al., 1984). Leadership will be recognized when there is a great point of similarity among both (possible and understood) leaders. Understood leaders are designed through several elements such as macro-level cultural traits, organizational environment, and micro-level follower qualities (Junker and van Dick, 2014). In response to advancements in social cognitive theory, early research on leadership categorization theory (Eden and Leviatan, 1975) appeared 35 years ago. This theory's main premise was that perceivers' knowledge structures play

a significant role in shaping how others view leadership and how they behave. This concept was further developed by interpreting perceiver knowledge structures as social categories that allowed for categorising people into leader or non-leader categories. The encoding and retrieval of material important to leaders, such as behavioural descriptions, were then directed by this classification (Lord, Foti, and De Vader, 1984). Numerous elements of social cognitive theory (Fiske and Taylor, 2008) and more general advancements in the cognitive sciences have been used in leadership research since the development of the leadership categorization theory. Our knowledge of the mental processes that underlie followers' and leaders' perceptions, interpretations, and sense-making in reaction to both followership and leadership actions has improved as a result of this study (Shamir, 2007; Shondrick and Lord, 2010). Furthermore, leadership conceptions have developed beyond focusing on the hierarchical implications of centralized control by leaders. Modern theories have instead viewed leadership as shared among a group and co-determined by leaders and followers (Shamir, 2007; Carson, Tesluk, and Marrone, 2007; Day, 2000; Pearce, 2004).

1.13.3. Paternalistic and Transformational Leadership

A paternalistic or protective leader is notable for a composite firm discipline, authority, and moral integrity (Cheng et al., 2004; Farh and Cheng, 2000). It comprises three parts: dictatorship, generosity, and ethical quality. Dictatorship is communicated by pioneers' activities, for example, featuring authority and control, underrating adherent skill, picture-building ways of behaving, and instructive exercises. Consideration is recognized by tweaked care for devotees, for example, regarding adherents as relatives, showing comprehensive worry for supporters, and safeguarding supporters from disgrace. Finally, Pioneer's ethical quality is contained two key excellences: magnanimity and showing others how it is done (Farh and Cheng, 2000). Although a few researchers guarantee that these three perspectives coincide and comprise paternalistic initiative in general (Wu et al., 2012). (Cheng, 1995) demonstrates that a similar pioneer cannot simultaneously utilise tyranny and consideration. Ordinarily, they are exhibited by two pioneers who assume two particular parts (Veronica Lin, 2022).

Transformational leadership, also known as "charismatic leadership," "visionary leadership," and "helpful initiative," is a kind of authority that requests devotees' goals, enacts supporters' high-request requests, and persuades individuals to put the association's necessities in front of their own (Bass, 1985; Bass and Riggio, 2006; Yukl, 1998). The aversion to ecological settings, including supporters' requirements and capacities, the romanticized idea of their objectives and how they articulate them, and the trust they work in adherents through the private model and hazard-taking ways of behaving recognize ground-breaking pioneers from non-ground-breaking pioneers (Conger and Kanungo, 1998).

1.14. Transactional - Transformational Leadership Approach

Early leadership theories saw leaders as transactional leaders with legitimate power inside the bureaucratic framework and appealing to followers' self-interest by providing something in exchange (transaction) for attaining corporate goals. They employ the incentive system to achieve corporate goals quite well. The transaction between the leader and the followers is based on negotiating what is required from the employees in exchange for the reward the leader promised. However, it does not present an adequate rationale for how this process of influencing works without the use of power or coercion, which creates a quandary. Furthermore, (Robbins and Coulter, 2009) noted that a transformational leader stimulates and inspires (transforms) people to achieve remarkable goals. Transformational leadership is viewed as a process of increasing followers' motivation and commitment. The emphasis is on generating a sense of justice, loyalty, and trust among followers through articulating a vision and appealing to their ideals. As a result, it is the leader's responsibility to alter a company's performance. Many academics describe transformative leadership as charismatic, visionary, or inspiring. According to (Shamir et al., 1993), followers are emotionally linked to their charismatic leaders, which increases subordinate motivation and builds followers' respect for the purpose espoused by their leader. Charismatic leaders are born with remarkable features, but they may also be educated to exhibit specific behaviours, as has been demonstrated by university students. Furthermore, followers who work under charismatic leaders have greater job performance, task adjustment, and organizational and leader adaptability.

According to (Alvesson, 2002), It is difficult for corporate leaders to be charismatic since they must perform too many administrative chores as part of routine management practice, and when the outcomes are poor, the perception of a charismatic leader fades. Charismatic leadership is more noticeable when there is a great degree of uncertainty, and the leader is capable of succeeding. (Mullins, 2005) stated that charisma alone could not change an organisation's operations. Many writers believed that transformative leadership entails more than just charm. Charismatic leaders may possess certain characteristics, but these alone will not result in people responding with great commitment.

Scholars argue that charismatic leaders may not always act in the best interests of their organizations. Some firms, such as Enron, Tyco, and WorldCom, have evidence that their charismatic CEOs utilize company resources for personal gain. They discovered that narcissistic leaders exhibit a high level of several charismatic leadership behaviours. According to (Givens, 2008), transformational leaders may motivate followers to accomplish corporate goals by concentrating on their values and aligning their beliefs with organizational ideals. According to (Gill et al., 1998), the laissez-faire, transactional, and transformational leadership models represent the old bureaucratic organisation pattern while reinforcing the new organizational model for the twenty-first century. In bureaucratic companies, laissez-faire and transactional leadership styles can be found, but transformational leadership is connected with emerging post-bureaucratic organizations.

1.15. Cultural Differences Affect Leadership and Managing Styles

Manager positions and leadership are not essentially connected, but they critically affect each other. For instance, the style of manager in organizations or working place relies on individuals' leadership propensities, which is realized by culture. It can be said that cultural differences will directly influence several things, such as (motivating, directing, and communication). In addition, in the case of leadership and management in organizations or working place, employee motivation consider a significant section of the job. It is the occupation of a leader to persuade the current group and work towards the objective (Byrne and Bradley, 2007). Contingent upon culture, the elements influencing the inspirational way of behaving can change. In addition, specialists observed that there are two sorts of inspiration inclinations. Adopting various strategies for inspiration and

independent direction, the western world will generally typify a more adaptable and shrewd position.

On the other hand, the UK, US, and previous UK provinces and regions in Asia (Singapore, India, and so on) typify a culture that values equivocalness in navigation and inspiration. The potential results of choice energize and move representatives and pioneers in these nations. Pioneers here are bound to face challenges and urge their group to do as such, too (Craig, 2019).

Proper leaders perceive that picking the right leadership style for the ongoing circumstance will generally work on the probability of achievement. Normally, most leaders utilize an essential style in their administration approach. Social practices and values are part of a pioneer's style, so diverse contrasts in authority are normal. Authority qualities result mostly from social standards and halfway from the requirements of the administration work. Authority in various societies varies concerning the utilization of force. Individuals who act to boost their benefit act as individualists. Collectivists, then again, are supposed to act to help the local area. By recognizing these distinctions, leaders work on their capacity to work while leading worldwide businesses (Krishna, 2011).

1.15.1. Autocratic Leadership Style

The style of leaders across societies can provide us with information about a culture's qualities. Western Governors University claims that autocratic leaders go with every one of the choices for their areas of expertise and generally show little worry for people. The member of the group does not have the chance to give input. Normally, these outcomes in a high level of low morale, non-appearance, and representative turnover. In some cases, an autocratic type of leader lead to general comes by the best outcomes. Successful leaders understand that persuading or motivating representatives consistently prompts more noteworthy worker fulfilment and efficiency. Some have seen that Latin Americans visually engage and confront each other more. Leaders from these nations will generally be not so much imperious but rather more delicate to worker needs (Duggan, 2011).

1.15.2. Bureaucratic Leadership Style

Regarding bureaucratic leadership style, employees in western countries, such as the United States and Germany, have an independent concept of self. Leaders distance themselves from their employees. They tend not to nurture employees and accept mistakes. In these individualistic cultures, leaders prefer to maintain professional relationships (Duggan, 2011).

1.15.3. Charismatic Leadership Style

This is another leadership style in which leaders tend to be proper with workers by motivating them with a good communication process. A charming leader lays out an association with devoted devotees who trust in his central goal. In nonconformist societies, these managers or leaders center on achieving undertakings and generally acknowledge control, an ordered progression in light of a caring chief. For instance, individuals in Japanese culture have been reviewed to acknowledge paternalism, while it is less acknowledged in American culture (Duggan, 2011).

1.15.4. Democratic Leadership Style

Democratic-type leader helps their assistance or group workers in dynamic cycles. Empowering cooperation usually increases a representative's work fulfilment and obligation to his work. Colleagues feel like they have command over their work. This type of leader inspires their groups to care for and solve their issues by themselves. Individuals, like the Japanese, will generally forfeit or sacrifice individual requirements for the entire group. Managers or leaders in these societies depend on a representative's feeling of obligation to create quality items and administrations (Duggan, 2011).

1.16. Leading Across High- and Low- Context Cultures

Nowadays, most businesses and workforces don't belong to only one country or region, but it has become multicultural. It can be said that businesses start expanding everywhere in a heterogeneous form, making multi-cultural leadership so significant and important.

This means cross-cultural leadership is necessary for such a global economy because multi-cultural leadership can become a proper factor in increasing revenue or company profit. In addition, most companies, known as international companies, take advantage of multi-cultural teams in different countries. In today's world, companies and organizations focus on employers who can work in different environments with different cultures and conditions. The most significant leadership skill for international companies is that they must quickly organise their duties in various working environments with partners from other countries. The multicultural leader needs to be able to properly organize the company's duties and become a link between the company's objectives and cultural diversity. Based on that, a leader with multicultural skills is responsible for providing a good working environment to achieve required business goals. Leader proficiency and the ability to propel different groups to oversee change adequately are basic issues in the worldwide business environment. It cannot be accepted that a leader who is effective in one nation will also be good in another country (Technofunc, 2020).

Cross-cultural leadership is the interaction of individuals (leaders) with other cultures or acting in various cultures in the working environment. This issue is the method to know leaders while performing their features and experiencing their responsibility in the worldwide market. Leaders with proper Cross-cultural leadership can adapt the company's objective due to good behaviour in the worldwide market. Depending on research and studies that have been done about cross-cultural leadership can be clearly described as the capability of anyone with the ability to effect, encourage, and let others act toward effectiveness in any place that they work. At the same time, researchers define culture as beliefs, identity, and so on (Technofunc, 2020).

1.17. Role of High and Low Context Cultures on the Leadership Style

Investors and firms have grown their operations in developing markets as technology has advanced in recent decades (Narula, 2014). It also provided recruiters global access to prospective and highly trained workers (Webster, 2003). Some individuals are candidates for leadership roles among professional workers. Leaders must ensure that they are understood by culturally diverse workers and those others who understand them. This research aims to provide an understanding of the cultural differences between Iraq and

Turkey and provide an understanding of the leadership style that personal work should carry out with the existence of cultural differences (Webster, 2003).

Both high and low-context cultures can influence leadership style. Depending on its explanation, the leader needs to be an individual who can direct and guide several people in organizations or companies to reach their ideas, objectives, or goals by stimulating and encouraging others. Research and investigation about the relation between culture and leadership style mention a strong connection between leaders and their culture. In other meaning, anyone's culture will directly affect their leadership characteristics. So, with globalizing markets and globalizing businesses, understanding the role of culture on leadership style became a great topic. Because companies and organization position will be affected depending on their leaders acting on the global market

Leader roles in companies and organizations change based on culture and nation. In some cultures, this role can be related entirely to controlling business position, and due to that, company dynamic work will be directly affected by the lead role, and in some cases, companies' opportunities and interaction with people globally will be influenced as well. In Asia and Latin America, cultural leaders are significant in companies. Moreover, a business plan or reaching business goals depend on the leader's role within their group due to impacting the management process inside the organization or companies and outside aspects. It can be said that interaction or relation between a company's leader and workers is not very significant in western cultures, and it is much more informal compared to other places, but there is a mutual understanding between them. This kind of satiation will lead every employee to become a leader depending on their job and way and perform their duties collaboratively. Based on that, leaders in the global market require being comprehensive and cooperative rather than acting as a king to direct their group or team without mutual understanding. Related to the relationship between management and leadership style, workflow and management rely on leadership characteristics and abilities. Culture can realise this issue because culture can affect overall leadership elements in the working areas regarding communication, acting, encouraging, and directing teams or groups.

One of the great characteristics of a leader in the organization and business area is Motivation and decision-making because motivating teams by a leader will produce a

huge amount of energy in the working area and let all individuals perform their job correctly toward the company's goal. However, based on culture, individual motivation behaviours change. Researchers detect that motivation could be separated into two parts; the first belongs to the lead character, and they inspire a working group to achieve a mutual goal. Moreover, another one belongs to the culture, in which personalities from different cultures will inspire by different factors or things.

Communication and culture are considered two significant things that influence the role of a leader in any business area. The most important point to becoming a global or worldwide leader is being perfect in communication (Corporate team, 2019). Related to high context culture, (Hall, 1979) claims that "context carries varying scopes of the meaning." Generally speaking, individuals in a low context message or communication system explain a huge share of speaking or acting explicitly (Hall, 1979). This means messages or communication in low context culture carries the whole meaning (Storti, 1999). Also, individuals openly explain what they request or want from others without ignoring or hiding anything. The objective of this kind of style is to collect and give proper information while communicating about something special or not. It can be said that in such kind of context, there is less chance to miss understanding between individuals due to clarifying everything, and this kind of style makes a low context culture much slower compared to high context culture people (Hall, 1979). So, as a relation between high context and leadership style, leaders have various characteristics in which body language, the relation between groups, and caring about the working environment are much preferred rather than actual message and word meaning. Due to that, leaders in this kind of context are less direct in terms of their actions within teams. These societies do not attach much weight to the actual words, nor utilize numerous words, but instead the passionate quality and environment of the gatherings and the topic at that point (Corporate team, 2019).

On the other hand, this kind of style, known as a high-context communication style, is the opposite of another mentioned context which is (the low-context style). Based on researchers, acting or physical acting holds a large part of the meaning in this context, and the physical contexts include voice, expression, gestures, etc. (Hall, 1979). It means that words do not carry more information and meaning in a high-context style. As well

as, individuals implicitly request what they want from others, and due to that, they cannot explain their message directly. The reason is that people in high-context cultures focus on personality and the strength of relationships, and they prefer to keep it safe. Edward (Hall, 1979) mentions that high-context communication is much quicker and more effective compared to low-context culture communication.

Moreover, this leads to a mutual understanding between the receiver and sender. So, the leader in this kind of context does not prefer a strong relationship with their partner to understand each other, and based on this; leaders will directly rely on words and documents. This action will lead them to tell their things directly by focusing on the sender's message rather than the receiver (Corporate team, 2019).

1.18. How to Lead Efficiently in a Multicultural Office

Some important points need to exist in leaders' acting and personality to succeed in the multicultural working environment. In other words, a successful leader must have some characteristics, such as the ability to work in different environments and cultures. The culture and personality background influence leaders' ability to perform their duties in a team containing different cultural personalities. Successful leaders must know and understand cultural dissimilarities and acting employees depending on their culture. With understanding mentioned points, leaders will be more flexible and perform all duties much easier.

On the other hand, with such kinds of leaders, individuals or employees will feel more comfortable and appreciate their leader to understand them clearly. For a bigger scope, with the opening of numerous branches and workplaces in different countries, the best way to deal with management and proper leader is 'globalization.' So, caring about cultural differences and producing leaders with mentioned characteristics will help companies to ward more success, profit, etc., and adapt their duties worldwide (Corporate team, 2019). Effect of culture on leadership styles

It is a core notion of leadership and what being a leader implies. In general, a leader should be fair, guide a group toward a common goal or idea, and inspire and encourage people to achieve their potential. However, how a leader executes these responsibilities may vary greatly from situation to situation. These disparities may become clear when

we examine how cultural differences impact different kinds of leadership (Dempsey, 2019).

Extensive research into this subject has shown that a person's culture significantly influences the leadership tendencies and styles that they exhibit. As the world continues to become more globalized and companies continue to become more diverse, leadership and cultural diversity are becoming more important topics. It has been shown that having an awareness of how culture influences leadership styles is an essential skill for high-level jobs in the worldwide society of today.

1.19. The Relevance of Different Levels of Authority

The roles of workplace leaders may vary from country to country and culture to culture. In certain cultures, holding management or a high-up corporate position is inextricably linked with being in a position of leadership. Within a group, the prominence of the leader's role may have a considerable impact on the atmosphere of work, the relationships among members, and the expectations of those members. Consequently, cultural differences considerably influence leadership approaches (Dempsey, 2019).

It is common practice in the cultures of Latin America and Asia to place a great emphasis on the hierarchy and position held by an organization. In these societies, the leader's job is more preeminent and has a clearer definition. They are approached in a very particular way, and subordinates often do not question what their superiors tell them. This dynamic greatly impacts how a leader or manager interacts with his or her team, which in turn affects the management of all other aspects of the business. It is common practice to correlate hierarchical company cultures with high employee loyalty and retention levels. In addition, well-defined roles and responsibilities help reduce misunderstandings and/or interpersonal gaffes that occur inside a company (Dempsey, 2019).

In western civilizations, rank and hierarchy are given less importance than elsewhere. Relationships between supervisors and employees are far less formal and informal than in the past. The value of the leader's job is not being acknowledged to the same degree as it once was, even though there is still mutual respect and understanding between the

leaders and the team. Everyone working in a company now has the potential to contribute and take on a leadership role, although in their own unique way. Leadership in this context often forms collaborative work that is open to all participants instead of obtaining direction from a single source (Dempsey, 2019).

1.20. Variations in Cultures Affect Leadership Styles and Management Techniques

Even while leadership and management positions are not always connected to one another, there is a considerable relationship between the two. A workforce's management styles are strongly dependent on the leadership tendencies of its members, which are impacted by the culture of the workforce as a whole. These differences affect every facet of a person's working style and leadership style, including communication, motivation, and direction (Dempsey, 2019).

1.21. Insight and Decision-Making Both Comes From the Inside

Regarding management and leadership in the workplace, one of the most important aspects of the role is the ability to motivate others. The leader's role is to motivate the team to strive toward whatever target is currently being pursued. Cultures may have different versions of the factors that drive and motivate conduct. Researchers have generally distinguished between two types of motivational inclinations: intrinsic and extrinsic (Dempsey, 2019).

The approach used by the first of the two options is tighter and more consistent. Because they are concerned about potential risks and "what may go wrong," these leaders approach everything they do with meticulous attention to detail. Every choice is given serious consideration, and there is always the risk that a few possible disadvantages may outweigh the potential benefits of an option. These leaders avoid taking unnecessary risks and promote this approach in both the decision-making processes and the teams they oversee. Experts believe that risk-aversion management compels company leaders and executives to consistently provide value for their organizations. If a company consistently expands its operations and improves to further protect itself from potential threats, it will do better in the long term. This approach to leadership and management is common in Northeast Asia, the Middle East, and certain parts of Latin America (Dempsey, 2019).

In terms of motivation and decision-making, people living in western parts of the world tend to choose an approach that is more flexible and opportunistic. When it comes to making decisions and staying motivated, the cultures of the United Kingdom, the United States, and former British colonies and territories in Asia (such as Singapore, India, and others) all accept ambiguity. In these countries, both the employees and the leaders are excited and motivated by the prospective outcomes of a decision. Leaders are more likely to encourage their staff to take risks in situations like these.

1.22. Variations in Cultures Have an Impact on Leadership Styles and Methods of Communication.

Having strong communication skills is very necessary when it comes to being a good leader. However, "great communication skills" might mean different things to people depending on the culture. Therefore, it should not come as much of a surprise that culture has a significant influence on this facet of leadership (Dempsey, 2019).

Edward Hall's categorization of high-context and low-context communication, along with his thoughts on direct versus indirect communication, is the most commonly acknowledged theory on communication and culture. This is despite many academics and psychologists exhaustively examining this topic (Dempsey, 2019).

1.23. Interactions With a High Level of Context

The context, how the participants are connected, and their body language contribute far more to transmitting the genuine message than the words themselves. In high-context communication, common in collectivist and community-oriented cultures like those found in Asia and Latin America, the sender is not accountable for the interpretation of a message; rather, the receiver of the message is. The message is decoded based on the past information the receiver has about the sender, their relationship, as well as the sender's intentions and behaviours. This suggests that, in general, high-context communication cultures tend to utilize indirect language. These societies do not put a significant amount of importance on the words themselves and do not use a large quantity of them in their everyday speech. They place more emphasis on the emotional condition of the participants and the subject at hand (Dempsey, 2019).

1.24. A Communication Deficit Due to a Lack of Context

A low-context communication style is common in countries and cultures that value individualism, such as the United States, the United Kingdom, and Germany. Because these cultures and this method of communication do not need a link or a shared understanding between the participants, successful communication may occur between them. The words themselves contain all the information that is required for understanding. So, the sender is now the one who is responsible for understanding a message rather than the receiver. In cultures with little emphasis on context, both speech and word choice must be clear. Direct language is used when the conversation context is not very significant. Evasive or unclear communication is frowned upon in these cultures and should be avoided wherever possible. One another piece of evidence indicates that cultural differences affect leadership styles (Dempsey, 2019).

1.25. Challenges Faced in Multi-Ethnic Places of Employment

Many businesses worldwide recognise the benefits of fostering a diverse and inclusive workforce. This opens up opportunities for collaboration, the generation of novel ideas, and the portrayal of ideologies and points of view from a more holistic perspective. Having so many different options, though, may make it easier for problems to arise. For example, disputes on the relevance of hierarchy are common in organizations that include members with various cultural viewpoints. In addition, misinterpretations are often pervasive because of significant communication gaps. Knowledge of these many alternatives is the first step in developing an adaptable leadership style (Dempsey, 2019).

1.26 How to Successfully Lead in a Diverse and Multi-Ethnic Work Environment

Avoiding ethnocentrism is essential to being a successful leader in a business that is diverse in its employee population. Clearly, the norms and conventions that apply to leaders change greatly depending on factors such as their culture, socioeconomic background, and the environment in which they function. While working in a context that includes people of different cultures, it is necessary to understand the cultural differences that may be found in leadership styles and staff interactions. This makes it easier to alter one's style of leadership and one's direction to changing circumstances. In addition,

employees will have an easier time relaxing if they know that their manager or "the leader" of the group acknowledges and appreciates the unique qualities they bring to the table (Dempsey, 2019).

"Globalization" is the best management and leadership technique on a global scale for businesses that are growing their operations to include numerous branches and offices located in different parts of the world. This technique supports companies in adapting to different business environments worldwide by combining a globalization perspective with the cultural tendencies and practices prevalent in the local area. Therefore, it is crucial to understand how cultural differences impact different types of leadership (Dempsey, 2019).

What characteristics make an exceptional leader stand out? Although outstanding judgment, ethics, and the ability to work well with others are universally applicable talents for leaders, the recipe for successful leadership also requires adding culture-specific ingredients. The most basic reason for this is that various cultures have distinct implicit theories of leadership, which can also be thought of as differing lay conceptions about the qualities that individuals need to exhibit to be considered leaders. Your typical mannerisms and ways of behaving might either be an asset or a problem, depending on the cultural context in which you find yourself. To put it another way, the key to effective leadership is almost always having the appropriate personality in the appropriate role.

According to the study findings, the geographical area in which leaders operate affects the decisions they make, the communication style they use, and their propensity toward the dark side. Some of these outcomes are shown by the six basic types of leadership that will be described further down (Premuzic and Sanger, 2016).

The leader who is in step with the group: Follow-through is very important across much of Latin America, as well as in regions such as Northeast Asia (including Mainland China, South Korea, and Japan), Indonesia, Thailand, and the United Arab Emirates (Mexico, Brazil, Colombia, Chile). These types of leaders are required to seek consensus on decisions and encourage others via a keen focus on the process to succeed in an organization. As a direct result of this, business cycles can last for an even longer period.

Nevertheless, if all parties are on board with the transaction, it is imperative to be finalized as soon as possible or the agreement may be jeopardised. The leaders of a synchronized group are more cautious and focus more on the potential hazards than the potential advantages (Premuzic and Sanger, 2016).

The leader who can grab opportunities when they arise: In Germanic and Nordic Europe (Germany, the Netherlands, Denmark, and Norway), the United Kingdom, Western countries on which the United Kingdom had significant cultural influence (the United States, Australia, and New Zealand), and Asian countries that based their governing and economic institutions on the British model, leaders who take the initiative and show flexibility in achieving a goal are more desirable (India, Singapore, Malaysia, Hong Kong). These leaders flourish in an unpredictable environment, regardless of how individualistic or collectivist they are. However, team members must check in with one another frequently to ensure that everyone is informed of any changes to the plans. Leaders who seize opportunities have high ambitions and are willing to take risks (Premuzic and Sanger, 2016).

The leader who gives it to you straight: Employees in particular fields want their leaders to confront difficulties head-on. Excessive communication is seen as less desired in the upper echelons of leadership in countries such as the Netherlands and Northeast Asia. Instead, people in these countries want you to go straight to the point. Task-oriented leaders are highly desirable. In these workplaces, spontaneous performance review meetings with direct reports are held more often, and managers address undesirable behaviours shown by team members as soon as they are noticed. Leaders who are not afraid to tell it like it is are less likely to be attentive to interpersonal dynamics (Premuzic and Sanger, 2016).

The leader who is head of diplomatic negotiations: In certain countries, communicating effectively and carefully crafting one's messages are not only necessary for getting along with one another but also for success. New Zealand, Sweden, Canada, and most Latin American employees would rather work under managers that can keep professional contacts pleasant and amicable. Sensitivity is required in conflict management while resolving constructive disagreements. Leaders in these settings need ongoing emotional awareness of their audiences throughout conversations and meetings. These managers

adjust their message to maintain a light tone in the dialogue; direct communication is considered too harsh. The chiefs of diplomatic missions are often pleasant and friendly (Premuzic and Sanger, 2016).

The leader of the "kick down/kiss up" strategy: Rising leaders in firms that put a premium on rank develop their own unique coping techniques in order to succeed. A leader's role is to implement directions from higher-level staff members with those at lower levels. If this quality is abused, it may lead to a leadership style known as "kiss up/kick down," which is characterized by showing excessive regard or sudden attention to detail when reporting up and offering angry instructions or refusing to compromise when teaching subordinates. This derailed, which is never desired, is permitted more in several countries, including Western Asia (Turkey, India, and the United Arab Emirates), Serbia, Greece, Kenya, and South Korea. Other countries include Kenya and South Korea. Leaders that follow the "kiss up/kick down" model put forth much effort and are loyal to their employers, but they are ruthless and authoritarian toward their employees (Premuzic and Sanger, 2016).

Leader is known for their passive-aggressive behaviour: Some leaders, when placed under stressful situations, become cynical, suspicious, and ultimately covertly resistant. When a person feels driven to pursue a cause or finish a job without being convinced to do so or when there is a lack of clear logic, these reactions often manifest in their behaviour. Although it may be beneficial to be openly cooperative while maintaining a healthy level of scepticism in group settings, both attitudes may occasionally make it more difficult to implement plans. A personality like this is more likely to be generally accepted in Malaysia and Indonesia. However, it does not seem to impede the rise of leaders in those countries. Leaders that engage in passive-aggressive behaviour are often critical and resentful of their followers. Ironically, the fact that they do not like to argue frequently ends up causing much friction between them.

Undoubtedly, any individual can adapt their method of leading following the requirements of the situation. On the other hand, it takes much effort to act in a manner that is contrary to one's natural impulses and predispositions, and it is not easy to break the habits that one has formed. It is also essential to take into account the culture of the business, which calls for a far more in-depth degree of research to identify the

characteristics that either promote or inhibit success. When top executives are successful, they often reimagine the culture in ways that reflect their personalities. Consequently, culture mainly comprises the values and views of previous leaders' famous ancestors (Premuzic and Sanger, 2016).



CHAPTER 2: RESEARCH BACKGROUND

2.1. Purpose of the Study

Leaders' communication skills are high, but the issue is that leaders have to adapt to cross-cultural boundaries, making it difficult due to the extreme differences between cultures from one area to another. Unfortunately, there is a massive negative effect on business when the leader is not aware of the cultural differences and awareness as it negatively influences the homogeneity, commitment of employees, and competitiveness (McCuiston, et al., 2004). Individual standards for judging leadership differ across societies. The characteristics and behaviours that characterize successful leadership in one culture do not always apply to other cultures. For example, participatory leadership is admired in the West, while the most influential leaders are paternalistic in other parts of the world. Leadership in some cultures is assertive and dominant, while leadership in others is gentle and loving. Some traditions see power and wealth harshly, while class differences are revered in others. Iraq and Turkey have close boundaries to each other, but there is a great difference in terms of culture between these two countries, due to that understanding them depending on their culture is very important to determine their leadership characteristics and identify their organizational styles. Therefore, this study aims to evaluate all mentioned points that belong to the leading power and their relation to culture and context differences.

2.2. Main Objective

The main objective of this thesis is to show the main cultural differences between Iraq and Turkey in terms of leadership preferences. Based on that, to understand and define the concepts of low-context and high-context and investigate Iraq and Turkey based on cultural perspectives, a survey was conducted to show the main cultural differences between Iraq and Turkey and Provide guidance to the companies to understand the cultural differences and leadership styles in these two countries

2.3. Research Questions

1. How high and low context culture influences leadership style?
2. What influences different contexts influence employees' decisions and leadership preferences?
3. Comparison of high and low context levels of Turkish and Iraqi employees and their leadership preferences

2.4. Significance of the Study

The study on high and low context and its influence on leadership style could be mentioned as a significant action toward showing the context of two important countries in the Middle East. This study will discuss high and low-context cultures, as well as compare both Turkey and Iraq related to the same context by defining all variables and concepts, including culture dimension, model of culture, etc. So, after finishing this thesis, it could be used as a good source to understand the cultural diversity and leadership style in both mentioned countries as well as select positive and negative impact of high and low context on leadership style which directly affect companies or organizations performance.

The impacts of task and people-oriented leadership styles on work performance, role ambiguity, and role conflict are investigated in a larger set in the context of behavioural leadership in the Turkish management culture. Leaders play a variety of tasks in organizational life, aiming to achieve organizational objectives, offer coordination in the process of attaining success, maintain balance with the environment, and organize the company's internal dynamics (ekmeceliolu, 2014). In this regard, the study's results about leadership styles shown in Turkish management culture might substantially contribute to managerial applications, reducing role stress and increasing employee work performance. The findings of (Hofstede, 1983) study on Turkey may be summarized as "high-level power distance, low-level individualism, high-level uncertainty avoidance, and feminine features." In research on a local scale, as (Sargut, 2001) stated, contrary to expectations, Turkish Society exhibits feministic characteristics, having a high level of uncertainty avoidance, and responding to a high level of uncertainty avoidance. This is by increasing the level of power distance, behaving in a way that puts the interests of the community

above their interests, respects the social hierarchy, loyalty and trust are the forerunners, leaning on the social hierarchy, leaning on the social hierarchy, leaning on the social.

On the other hand, Iraq has a high power distance, indicating that people accept a hierarchical structure in which everyone has a position and no more reason is required. Organizational hierarchy is perceived to reflect underlying inequities, centralization is popular, subordinates expect to be told what to do, and the ideal boss is a benign despot. People in such civilizations are preoccupied with establishing the absolute Truth; their thinking is normative. They have high regard for traditions, a low proclivity to save for the future, and a strong desire to get immediate results. Furthermore, societies with low scores in this category show a proclivity for cynicism and pessimism.

Furthermore, in contrast to Indulgent civilizations, restrained societies place less importance on leisure time and exercise greater control over satisfying their wishes. People with this mindset believe that societal standards constrain their behaviours and that indulging themselves is bad. According to Hofstede, as Iraq and Turkey countries are connected as neighbours, the culture is close to each other, but they still it has differences, and this study has been conducted to test the leadership style differences of Iraqi and Turkish employees and test the role of high and low context culture which previous studies have not been conducted by researches previously.

In several cases, organizations and companies face cultural dissimilarities inside and outside (Dessler, 2013). The rate of difference depends on the company's duties. Organizations will face more significant alterations in several things, including belief, consumers' assumptions, and values, which affects their requirement and consumption habits. Although employees come from various national cultures, they hold their individual beliefs, behaviour, habit, value, etc., so meeting diverse cultures appears when they are required to perform their duties together with their partners and manager, and it will produce a different model and assumption depending on their behaviour. (McFarlin, 2014) mentioned that combining employees with cultural diversity will be useful for companies when all different diversities are combined just the right way.

On the other hand, the same issue (combination of multicultural employees) may lead to conflict in case of not being treated in the right way, and creating conflict and

misunderstanding leads to a negative influence on companies' performance. Due to that, well understanding of the influence of cultural diversity on companies. Performance and management are required for proper management in organizations and companies. Also, it will directly enhance the management process and leader behaviour (Nebojša, 2019).

According to (Hofstede, 1980), Turkey and Iraq are similar in uncertainty avoidance and different in other terms. So, Iraq's power distance score is 95; on the other hand, Turkey's is 66. Based on that, related Iraqi people, individuals perceive an arranged order where everybody has a position, and no greater contention is required. The ideal director or manager is a powerful and robust authoritarian, and progression in an association is viewed as addressing the inalienable imbalance. Also, it is required to tell employees what to do about their duties, and hierarchy in an association is seen as reproducing inherent inequalities. On the other hand, as mentioned before, in the same factor, Turkey's rank is 66, and it represents that the following points belong to their style, including

- Their style is mostly dependent
- In most cases, significant decisions are not taken by representatives, but state officials take it
- In several cases, inaccessible bosses are the ideal boss; such kinds of boss known as father figures.

Moreover, managers rely on their supervisors and laws, so power is concentrated. Furthermore, there will be an instruction for Employees. The figure below indicates that Turkey and Iraq are high context cultures, and the power of the individual is overall, in which the leader has great power compared to leaders' other culture styles (Hofstede-Insights, 2010).

As a comparison between Turkey and Iraq in terms of high and low context culture, Turkey is a known country that aims to join the European Union and is located on two continents. Turkey forms a geographic bridge between the Old-World continents of Asia and Europe (Sak, 2007). Moreover, it is a gateway between Europe and Asia and a cultural transition among European, Asian and Middle Eastern traditions.

(Lewis, 2006) states that typical values and traits describing the Turkish people are as follows: macho traits, national pride, Western-oriented, reliability, hospitality, male

dominance, heritage preservation, gallantry, likeability, tenacity, fierceness and belief in someone's honesty. Within the last years, a change toward individualism has occurred in Turkey, a collectivistic country. Though a surge in low-context traits is seen in Turkey, it should still be seen as a high-context culture, according to (Aydin and Stock Mclsaac, 2004).

(Lewis, 2006: 391) states that during the times of the Ottoman Empire, power has only been exercised by Sultans and Caliphs, for whom "autocratic leadership was a fact of life". A democratic republic arose with Ataturk's reformation of the country. The qualitative GLOBE studies show that autocratic, consultative and paternalistic leaders best lead Turkey. (Daller and Yildiz, 2006). The quantitative research has provided a somewhat different result: Effective Turkish leaders are decisive, status-conscious, visionary, administratively competent, diplomatic, autocratic, team integrators and collaborative and team-oriented. Turkish people do not avoid stern conversation styles and are quite paternalistic, affirmed by various studies on leadership styles in Turkey. As stated by (Akis, 2004), the most mentioned styles used in Turkey are paternalistic and autocratic.

Tradition and a clear allocation of roles are still important in Turkey, while it is no longer a purely high-context culture. (Daller and Yildiz, 2006) state that loyal involvement and hierarchy are significant aspects of the Turkish leadership.

In any international business, directors require analysing that the position they occupy may and take for granted may not be the same as their countries and may be dissimilar in other countries and influence working performance. Due to that reason, understanding cultural difference is an essential requirement for directors and managers because through understanding cultural differences, managers and directors know how to motivate their employees and lead them to perform their job much more professionally.

2.5. Hypothesis

Three main hypotheses were analyzed in this study, as mentioned below:

Hypothesis 1: The leadership preferences of Turkish and Iraqi employees do not differ.

Hypothesis 2: High context scores of Turkish and Iraqi employees do not differ.

Hypothesis 3: High context perception has a significant role in leadership preference.

Hypothesis 1: suggests that the leadership preferences do not differ between Iraq and Turkey. This hypothesis depends on the similarity of the cultural background between the two nations because both are located in the same geographic area. Therefore, there are no differences between the two countries regarding leadership preferences.

Hypothesis 2: suggests that the leadership preferences for Iraqi employees are among higher context in terms of power distance, while other factors are not differ compared to Turkish employees due to the closeness of the culture and geographic area of the two nations. We accept this hypothesis though the findings do not match it precisely.

Hypothesis 3: suggests that High context perception has a significant role in leadership preference. Moreover, high context people look for different kinds of leaders because they cannot say their opinion clearly, and for that, we accept this hypothesis based on the type of leadership.

CHAPTER 3: MATERIAL METHOD AND RESULT

In this section, the sample and data collection, the details of the scales used and the research findings are given.

Sampling and data collection: As the research aims to compare the leader preferences of Turkish and Iraqi employees and examine each country's culture (in terms of high and low context) in these preferences, Turkish and Iraqi employees were included in the study. Quantitative research methods were used in this study. The high context scale developed by (Gary Oddou and Brooklyn, 1999)

, and the leadership preference question set developed by (Yoo et al., 2011) was used to measure leadership preferences. In addition, a personal information form was created to measure the demographic characteristics of the participants by (Yoo et al., 2011). Therefore, the questionnaire consisted of high and low context scales, leadership preference questions, and demographic characteristics questions.

The questionnaire was delivered to Turkish participants in Turkish language and Iraqi employees in Kurdish and Arabic Languages. First, translation processes were carried out by two independent experts in the relevant languages. Later, the researcher reviewed the appropriate translations and revised relevant translations. Then, each translation was translated back into English and compared with the original scales in the questionnaire. As a result of the comparison, a few verbs and nouns were similar, but in general, no differentiation was found in the meanings of the scale items.

The questionnaire form was delivered to the Turkish participants as an online questionnaire. It was delivered to Iraqi employees in Kurdish and Arabic by paper-pen method to participants working in various private sector companies (automotive industry, plastic industry, and construction industry). After eliminating the questionnaires determined to be filled in completely and carelessly in each country, the relevant analyses were started. In this context, 163 questionnaires from Turkey and 310 from Iraqi were subjected to the relevant analysis.

High and Low Context: The 22- item utilizing the five-Likert scale developed by (Gary Oddou and Brooklyn, 1999) was used to measure the participants' high and low context

levels. Actually, on the five-Likert scale, the number five represents totally disagree with the question responses. The dimensions have 22 items

Leadership Preference: leadership preference has been developed by (Yoo et al., 2011) to measure leadership preference. According to (Yoo et al., 2011), several studies have been done to evaluate Hofstede's dimensions, so as mentioned before, in this paper, 22-items were used to measure leadership preference between Turkey and Iraq.

3.1. Findings

3.1.1. Demographic Characteristics of the Participants

Turkish Participants: Table one represents the demographic characteristics of the Turkish participant. As illustrated in the table below, Turkish participants are divided between private and public sectors, so, among all participants, 47.2% of them were from the private sector while 49.1 % were from the public sector. Also, most of them have about 1-5 years of working experience. Regarding the level of education, 52.1 % of the Turkish participants had a university degree, and 12.9 % had a primary education level. Regarding gender, 51.5 % of the participants were female and the rest were male. The most important thing which was very significant for the research was the job position. Based on the survey, 32.5% of the Turkish participants were workers, while 31.9 % were department officers and the rest were distributed between managers and others.

Table 1: Demographic Characteristics of Turkish Participants

Variables		Frequency	%
Sector	Private-Sector	77	47.2
	Public-Sector	80	49.1
Work Experience	Less<1 Years	29	17.8
	1-5 Years	71	43.6
	5-10 Years	40	24.5
	10 Years and more	15	9.2
Gender	Female	84	51.5
	Male	77	47.2
Marital Status	Single	83	50.9
	Married	78	47.9
Age	18-30	49	30.1

Job Position	30-40	86	52.8
	40-50	18	11
	50-60	7	4.3
	Worker	53	32.5
	Other	27	16.6
	Manager	30	18.4
	Department Officer	52	31.9
Education Level	University	85	52.1
	High School	35	21.5
	Higher Education	20	12.3
	Primary Education	21	12.9
I am Working in a high position	Yes	70	42.9
	No	87	53.4

3.1.2. Iraqi Participants

The table below represents Iraqi participants' demographic characteristics, including gender, marital status, age, job position, and so on. Based on the collected result, there were 208 females among all participants, while the rest were male, and the majority of 182 Iraqi participants were single. The age of the participants varies, and the majority of 257 members were between 18-30 years old. Most of the participants own a high school degree and work in a high positions within their companies.

Table 2: Demographic Characteristics of Iraqi Participants

Variables	Frequency	%
Sector	Private-Sector	253 81.6
	Public-Sector	57 18.4
Work Experience	Less < 1 years	29 17.8
	1-5 Years	71 43.6
	5-10 Years	40 24.5
	10 Years and more	15 9.2
Gender	Female	208 67.1
	Male	102 32.9
Marital Status	Single	182 58.7

	Married	128	41.3
	18-30	257	82.9
	30-40	34	11
	40-50	12	3.9
	50-60	7	2.3
	Worker	137	44.2
	Other		
	Manager	123	39.7
	Department		
	Officer	49	15.8
	University	42	13.5
	High School	118	38.1
	Higher Education	29	9.4
	Primary		
	Education	116	37.4
	I am Working in a		
	high position	Yes	62 20
		No	245 79

3.2. Descriptive Statistics and Internal Consistencies

The table below represents the Descriptive statistics and Internal Consistencies. In addition, the mean and standard deviation of Turkish and Iraqi participants are also shown. Moreover, the high context mean of the Turkish participants is 2.51, and the standard deviation is 0.53, while the Iraqi participants' mean regarding high context measurement is 2.30 with a standard deviation of 0.36. In addition, the alpha for both country measurements is 0.77, which is acceptable. As a comparison between Turkish and Iraqi participants, seen in Table 3, the high context culture levels of the participants from both countries were found to be low. This finding shows that both countries are neither high context nor low context. In addition, the internal consistency value of the high context scale was determined within the acceptable range.

Table 3: Descriptive Statistics and Internal Consistencies					
Variable	Turkish		Iraqi		α
	Mean	Standard Deviation	Mean	Standard Deviation	
High Context	2.51	0.53	2.30	0.36	0.77

Note. α = Cronbach's Alpha internal consistency coefficient, as high scores indicates high context.

3.3. Independent Samples T-Test

3.3.1. Turkey and Iraq High Context Comparison

Table 4 compares Iraq and Turkey in terms of high context culture. As seen in Table 4, Iraqi participants were found to have a statistically significantly lower context culture than Turkish participants. This could be mentioned as one of the key findings of this research because survey numbering was organized from (strongly agree to strongly disagree), so the majority of the Turkish participants selected 2 and three, and its average is 2.51, while the majority of Iraqi participant answers is 2.30. Therefore, due to the mentioned finding, Turkish participants could be mentioned as having a significantly higher context culture than Iraqi participants.

Table 4: High Context Comparison of Turkish and Iraqi

Country	N	Mean	Std. Deviation	T	Df	Sig. (2-tailed)
Turkish	163	2.51	0.53	-5.28	471	0
Iraqi	310	2.30	0.36			

3.3.2. Gender: High Context Comparison

Table 5 represents the data of high context comparison between different genders of Iraqi and Turkish participants. So According to the Independent Samples T-Test findings, high context scores did not differ statistically significantly according to the gender of the participants ($p>0.05$).

Table 5: High Context Comparison based on Gender

Country	N	Mean	Std. Deviation	T	df	Sig. (2-tailed)
Male	292	2.35	0.47	-1.35	469	0.177
Female	179	2.40	0.39			

3.3.3. Marital Status: High Context Comparison

Table 6 shows the high context comparison based on Marital status; according to the Independent Samples T-Test findings, high context scores did not differ statistically significantly according to the participant's marital status ($p>0.05$).

Table 6: High Context Comparison Based on Gender Marital Statues

Country	N	Mean	Std. Deviation	T	df	Sig. (2-tailed)
Single	265	2.40	0.48	1.49	469	0.136
Married	206	2.34	0.39			

3.3.4. Managerial Position: High Context Comparison

Table 7 compares high context culture in terms of managerial position. So According to the Independent Samples T-Test findings, high context scores did not differ statistically significantly according to the managerial roles of the participants ($p>0.05$).

Table 7: High Context Comparison Based on Managerial Position

I have a managerial role in the organization	N	Mean	Std. Deviation	T	df	Sig. (2-tailed)
Yes	132	2.38	0.44	0.40	462	0.689
No	332	2.37	0.44			

3.3.5. Sector Type: High Context Comparison

The table below illustrates a high context comparison between Turkish and Iraqi participants. According to the Independent Samples T-Test findings, high context scores did not differ statistically significantly according to the sector types that the participants work for ($p>0.05$).

Table 8: High Context Comparison Based on Sector Type

Sector	N	Mean	Std. Deviation	T	df	Sig. (2-tailed)
Private-Sector	330	2.36	0.45	-0.69	465	0.490
Public-Sector	137	2.39	0.40			

3.4. ANOVA Analysis

3.4.1. Position Within the Company Anova Findings

In the Anova analysis carried out to test whether the high context scores differ statistically according to the position of the employees in the organizational hierarchy, high context scores do not differ according to the position in the organization. Details are shared in Table 9.

Table 9: High Context Scores in Terms of Position in the Organization

Category	N	Mean	Std. Deviation	F	Sig.
Lower level	316	2.30	0.38	13.48	0
Middle-level	107	2.48	0.43		
Upper level	46	2.59	0.68		

3.4.2. Educational Level Anova Findings

The Anova analysis conducted to determine if high context scores vary statistically according to the educational degree of workers in the organizational hierarchy found that high context scores do not differ according to educational level in the company. Details are provided in table 10.

Table 10: High Context Comparison in Terms of Educational Level Anova Findings

Category	N	Mean	Std. Deviation	F	Sig.
University	127	2.39	0.42	1.56	0.20
High School	153	2.34	0.41		
Higher Education	49	2.48	0.65		
Primary Education	137	2.34	0.38		

3.4.3. Leadership Preferences Anova Findings

According to the Anova results, there is no statistically significant difference between high context scores and the leadership preferences of workers at different levels of the organization's hierarchy. Table 10 provides further information.

Table 11: High Context Comparison in Terms of Leadership Preferences Anova Findings

Category	N	Mean	Std. Deviation	F	Sig.
Leader A	32	2.38	0.44	1.25	0.29
Leader B	74	2.45	0.37		
Leader C	99	2.41	0.42		
Leader D	93	2.32	0.40		

3.5. Findings on the Leadership Preferences of Iraqi Participants

The following are the main type of leaders mentioned in the table below:

Leader A: Makes decisions swiftly and expresses them clearly and sternly to his subordinates. He wants them to carry it out faithfully and without incident.

Leader B: Makes a decision quickly but then seeks approval from his subordinates before proceeding. He believes in leading by example rather than delivering commands.

Leader C: Refuses to decide until he consults with his subordinates. He considers their advice, considers it, and then reveals his choice. He then wants everyone to work diligently to execute it, regardless of whether it agrees with his or her advice.

Leader D: Convenes a meeting of his team whenever a critical decision must be made. He brings the issue to the group's attention and encourages debate. However, he accepts the majority opinion as the last word.

Table 12: Leadership Preference Iraqi Participants

	Frequency	%	Valid %	Cumulative %
Valid	Leader A	3	1.0	1.0
	Leader B	30	9.7	10.7
	Leader C	72	23.2	34.2
	Leader D	41	13.2	47.6
	None	161	51.9	100
	Total	307	99	100
Missing System		3	1.0	
Total		310	100	

As illustrated in table 12, 23.2% of the Iraqi participants select leader C, followed by 13.2% for leader D, 9.7% for Leader B and the lowest percentage is 1% for Leader A.

3.6. Findings of Leadership Preferences of Turkish Participants

Table 13: Leadership Preferences of Turkish Participants

Leadership Preference		Frequency	%	Valid %	Cumulative %
Valid	Leader A	29	17.8	17.9	17.9
	Leader B	44	27	27.2	45.1
	Leader C	27	16.6	16.7	61.7
	Leader D	52	31.9	32.1	93.8
	None	10	6.1	6.2	100
	Total	162	99.4	100	
Missing System		1	0.6		
Total		163	100		

As illustrated in table 13, the highest percentage is for Leader D at 31.9%, followed closely by 27% for leader B; leaders A and C are closely chosen by 17.8% and 16.6%, respectively.

Table 14 represents the perception of Turkish participants in terms of managerial styles

As illustrated below, 36.8 % of the participants perceive their current leader as Leader C, 25.8% as Leader A, and 9.8 % as Leader D.

Table 14: Perceptions of Turkish Participants Regarding the Leadership Styles

Leader type		Frequency	%	Valid %	Cumulative %
Valid	Leader A	42	25.8	25.9	25.9
	Leader B	31	19.0	19.1	45.1
	Leader C	60	36.8	37	82.1
	Leader D	16	9.8	9.9	92
	None of them	13	8	8	100
	Total	162	99.4	100	
Missing System		1	0.6		
Total		163	100		

As a comparison between Iraqi and Turkish participants' leadership preferences, most Turkish participants prefer leader D while Iraqi participants select none. The second highest leader type that Iraqi participants selected was leader C, and the second highest leader preferred by Turkish participants was leader B. This means Turkish participants prefer to make a decision quickly, and Iraqi participants prefer to refuse to decide until he consults with their subordinates. Mentioned differences produce huge variations among Iraqi and Turkish leader role in the organizations.

DISCUSSION AND CONCLUSION

A comparison between Iraq and Turkey was performed regarding the role of high and low-context culture on the leadership style preferences of employees. In order to provide a clear result or finding about the comparison, several analysis has been done, including (descriptive statistics and internal consistency, Independent samples T-Test, and Anova Analysis) based on the demographic characteristics of participants. As a result, statistics show that Iraqi participants have a substantially lower context culture than their Turkish counterparts.

The findings of this research provide important contributions to our understanding of how cultural variations in Iraq and Turkey affect approaches to leadership. There is a general understanding that good leaders need to be fairly reliable worldwide. More clearly, leaders must be fair individuals, guide a team or co-workers to ward organization's mission and vision (goals) and be able to motivate teams and inspire them while working. In addition, the ways of implementing mentioned points by the leaders are not the same in all organizations due to having multicultural environments in most organizations around the world. It can be clarified by explaining how cultural differences influence leadership styles. Broad exploration inside this field demonstrates that an individual's way of life incredibly affects their initiative propensities and styles. As the world becomes more globalized and organizations become multicultural, initiative and social contrasts are turning into hotly debated issues. Understanding what culture means for administration styles is fundamental expertise in significant situations in this present reality.

The result shows that Participants from both nations had low levels of high context culture. This study found both nations to be neither high- nor low-context.

According to the Anova analysis, high context scores do not change based on a person's educational level or position in the organizational hierarchy.

In the Independent Samples T-Test, participants' sector types, management responsibilities, marital status, and gender had no statistically significant effect on their high context scores.

Cultural context differences between Iraqi and Turkish individuals were statistically significant.

According to the data, Iraq and Turkey are looking for a collaborative leader who cares about them, provides for them, and shares with them. However, the findings indicate that cultural diversity among employees has a significant impact and that the level of high-context roles is exceptionally high in Iraq and Turkey, even though both countries are geographically close. They also indicate that cultural factors influence employee decision-making and that both countries select a leader willing to share and involve others.

This study does have a few limitations, the most significant of which is that the selection of participants was not carried out very well. This is because the participants in Iraq are not precisely comparable to the participants in Turkey in terms of the number of participants, the occupations of the participants, and the ages of the participants. In addition, the emphasis of this study is limited to the cultural differences and variances across leadership preferences between Iraq and Turkey. However, some aspects have not been researched, such as the measurement of individualism, power distance, collectively, and other aspects.

Another main limitation is COVID-19 Pandemic, which affected data gathering because the data have been gathered through an online survey and not in person directly. However, because the internet has been used almost by everyone who is working in a related field, the connection to participants was straightforward, and the participants contributed to responding to the designed survey. Another limitation was time, as it was not easy to find the people who participated in this study as many workers worked from home, so it was difficult to find them in a short time.

According to Hofstede's insight, with a high power distance score (97), Iraqi citizens readily accept a strict social hierarchy in which everyone has their place. With a total score of 31, Iraq is classified as a collectivistic society. This is shown in a strong loyalty to one's "group," whether that group consists of blood relatives or friends and acquaintances.

Iraq scored 53 because it combines aspects of the Masculine and Feminine but does not settle on one as its primary cultural value. However, Iraq's low score of 12 on the long-

term orientation shows that it has a normative culture. In such communities, determining the ultimate Truth is paramount to the people.

Turkey has a high power distance dimension score 66, compared to Iraq, which may reflect the following characteristics of Turkish culture: Those who work in such an environment find it difficult to communicate with their superiors and frequently see their bosses as father figures. In addition, Turkey is a collectivistic society with a low level of individuality of 37. This emphasizes the significance of in-groups (such as families, clans, or organizations) where members provide for and protect one another in return for loyalty and membership.

Turkey's long-term orientation score of 46 is at the centre of the scale. Thus, no clear cultural preference can be derived from this.

According to Hofstede's findings, Turkey has a higher level of individualism than Iraq, even though Iraq has a stronger sense of belonging than Turkey. As a result, Iraqi employees have strongly agreed to have a leader who makes them feel like they are a part of the group and that their decisions are essential to the organization. The data also reveal that Iraqi workers strongly believe that individuals are dispersed depending on their status. According to the findings, Turkish employees place less emphasis on the individual's position within society. The Iraqi people play a significant role in this context since they believe in a hierarchical system in which everyone has a position.

It is recommended that further studies be implemented on the topic involving greater factors and the impact of society culture and behaviour on leadership style and management success. Additionally, it is suggested that further measurement of cultural variations factors, including power, individualism, equality, and other factors, needs to be studied.

Finally, to examine the cultural differences between Iraq and Turkey, the researchers examined higher and lower context dimensions. When assessing Iraq and Turkey, the evidence suggested neither country falls into the high or low context dimension. The test results show no correlations or differences between people's high and low context inclinations and their management decisions. The data shows statistically significant differences between Turkish and Iraqi individuals in each high and low cultural scenario. Leadership and control patterns no longer differ based on whether a person has a high or low situational and cultural predisposition.

The following are the main conclusive remarks of this study:

Iraq and Turkey compared in terms of high context culture, so Iraqi participants were found to have a statistically significantly lower context culture than Turkish participants. According to the reliability test results, the data is completely trustworthy and acceptable. Regarding leadership preferences, both Iraq and Turkey participants' responses determined, depending on the result, that most Turkish participants prefer leader D while Iraqi participants select none. The second highest leader type that Iraqi participants selected was leader C, and the second highest leader preferred by Turkish participants was leader B. This means Turkish participants prefer to make a decision quickly, and Iraqi participants prefer to refuse to decide until he consults with their subordinates.

In the Independent Samples T-Test, participants' sector types, management responsibilities, marital status, and gender had no statistically significant effect on their high context scores.

Participants from Turkey and Iraq had low levels of high context culture. In this study, both countries were either high- or low-context. However, many aspects were not considered, and additional research is needed to demonstrate the absolute cultural differences between the two nations. In addition, factors such as war and economic analyses also impact the findings; therefore, further research is required.

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APPENDIX

App 1: Original Form of High Context Scale

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
I typically find myself much more preoccupied with making short-term plans (i.e., what I'm going to do this weekend) than long-term ones (i.e., what I'm planning on doing or being in several years).	1	2	3	4	5
In my spare time, I am more likely to be found doing something by myself than with others.	1	2	3	4	5
I probably feel more comfortable having a clearly defined place that is mine where I can control whom I interact with.	1	2	3	4	5
When someone is correcting me, I would rather the person just tell me what he or she doesn't like and not make "suggestions."	1	2	3	4	5
My natural work style is to finish one thing before moving on to the next.	1	2	3	4	5
A commitment I have made to others is more likely to supersede one I've made to myself.	1	2	3	4	5
I feel comfortable talking about subjects like my future, my family, and so on, with most people, even if I have only know them a short while.	1	2	3	4	5
I prefer having things completely spelled out from the beginning than to start operating without an overview of the situation.	1	2	3	4	5
I dislike it when things don't go according to plans.	1	2	3	4	5
I have several really close friends who are friends for life rather than a lot of friends who come and go in my life.	1	2	3	4	5
Beyond knowing my first name, I consider my age, my family status, my profession (or my parent's profession) as private matters reserved for only a few close friends.	1	2	3	4	5
I would feel more uncomfortable having a contract that doesn't list every detail pertaining to the agreement than to have some "gray" areas which would require negotiating later on.	1	2	3	4	5

Changing plans—even at the last minute—is no problem for me.	1	2	3	4	5
A fair amount of my spare time is spent phoning or writing friends I don't see often.	1	2	3	4	5
Having a hedge or wall around my house would seem too confining to me.	1	2	3	4	5
It is usually better to call "a spade a spade" (be direct) than to hide a situation's "true colors" (be indirect).	1	2	3	4	5
It bothers me when I am later to appointments.	1	2	3	4	5
If I had some significant problems I needed help solving, I have any number of friends I could easily turn to for help.	1	2	3	4	5
Those I term my "best friends" know just about everything about me and I would never have a problem telling them things that are very personal.	1	2	3	4	5
If my boss or teacher were wrong, I would be more likely to tell her or him than to simply suggest there might be another answer.	1	2	3	4	5

(Leadership style prefer question)

The descriptions below apply to four different types of boss. Which one do you think you would most enjoy working under? **(Boss A) - (Boss B) - (Boss C) - (Boss D) - (None of them)**

leader A: Makes his decision promptly and communicates it to his subordinates clearly and firmly. He expects them to carry it out loyally and without raising difficulties.

leader B: Makes his decision promptly but then tries to get his subordinates' agreement to it before going ahead. He believes in carrying his staff with him rather than issuing orders.

Leader C: Does not reach his decision until he has consulted his subordinates. He listens to their advice, weighs it, and then announces his decision. He then expects all to work loyally to implement it, irrespective of whether or not it is in accordance with the advice they gave.

Leader D: Calls a meeting of his staff whenever there is an important decision to make. He lays the problem before the group and invites discussion. He accepts the majority viewpoint as the decision.

None of them.

And, to which of the above four types of manager would you say your own manager most closely corresponds?

Manager A - Manager B - Manager C - Manager D - None of them.

App 2: Turkish Version of High Context Scale

Survey question for Turkish participants.

	Kesinlikle katılıyorum	Katılıyorum	Kararsız	Katılmıyorum	Kesinlikle katılmamak
Genelde kendimi kısa vadeli planlar yapmakla (yani bu hafta sonu ne yapacağım) uzun vadeli planlardan (yani, birkaç yıldır yapmayı ya da olmayı planladığım şey) çok daha fazla meşgul buluyorum.	1	2	3	4	5
Boş zamanlarımda, başkalarından çok kendi başıma bir şeyler yaparken bulunma olasılığım daha yüksektir.	1	2	3	4	5
Kiminle etkileşim kurduğumu kontrol edebileceğim, bana ait olan açıkça tanımlanmış bir yere sahip olduğum için muhtemelen daha rahat hissediyorum.	1	2	3	4	5
Biri beni düzeltirken, o kişinin bana neyi sevmediğini söylemesini ve "önerilerde" bulunmamasını tercih ederim.	1	2	3	4	5
Benim doğal çalışma tarzım, diğerine geçmeden önce bir şeyi bitirmek.	1	2	3	4	5
Başkalarına yaptığım bir taahhüdün, kendime verdiğim taahhüdün yerini alma olasılığı daha yüksektir.	1	2	3	4	5
Geleceğim, ailem ve benzeri konular hakkında kısa bir süre tanırırsam bile çoğu insanla konuşurken kendimi rahat hissediyorum.	1	2	3	4	5
Durum hakkında genel bir bakış olmadan çalışmaya başlaktansa, her şeyin baştan tam olarak açıklanmasını tercih ederim.	1	2	3	4	5
İşlerin planlandığı gibi gitmemesinden hoşlanmıyorum.	1	2	3	4	5
Hayatıma gelip giden pek çok arkadaştan çok, ömür boyu arkadaş olan birkaç gerçekten yakın arkadaşım var.	1	2	3	4	5

İlk adımı bilmenin ötesinde yaşımlı, aile durumumu, mesleğimi (veya ebeveynimin mesleğini) sadece birkaç yakın arkadaşla ayrılmış özel konular olarak görüyorum.	1	2	3	4	5
Daha sonra müzakere edilmesini gerektirecek bazı "gri" alanlara sahip olmaksızın, anlaşmayla ilgili her ayrıntıyı listelemeyen bir sözleşmeye sahip olmaktan daha rahatsız olurdum.	1	2	3	4	5
Planları değiştirmek - son dakikada bile - benim için sorun değil.	1	2	3	4	5
Boş zamanımın makul bir kısmı, sık görmediğim arkadaşlarım arayıp yazarak geçiriyor.	1	2	3	4	5
Evimin etrafında bir çit veya duvar olması bana fazla sınırlayıcı görünebilir.	1	2	3	4	5
Bir durumun "gerçek renklerini" gizlemektense (dolaylı olarak) genellikle "bir maça maça" demek (doğrudan olmak) daha iyidir.	1	2	3	4	5
Daha sonra randevulara geldiğimde beni rahatsız ediyor.	1	2	3	4	5
Çözmek için yardıma ihtiyacım olan önemli sorunlarım olsaydı, yardım için kolayca başvurabileceğim çok sayıda arkadaşım var.	1	2	3	4	5
"En iyi arkadaşlarım" olarak adlandırdıklarım benim hakkımda her şeyi bilirler ve onlara çok kişisel şeyler söylerken asla sorun yaşamazdım.	1	2	3	4	5
Patronum veya öğretmenim yanılıyor olsaydı, ona başka bir cevap olabileceğini önermekten daha büyük olasılıkla ona söyledim.	1	2	3	4	5

Aşağıdaki açıklamalar dört farklı patron türü için geçerlidir. Hangisinin altında çalışmaktan çok keyif alacağınızı düşünüyorsunuz? (Patron A) - (Patron B) - (Patron C) - (Patron D)-(Hiçbiri)

Patron A: Kararını derhal verir ve bunu astlarına açık ve kesin bir şekilde iletir. Onlardan bunu sadakatle ve zorluk çıkarmadan gerçekleştirmelerini bekler.

Patron B: Kararını derhal verir ancak daha sonra devam etmeden önce astlarının onayını almaya çalışır. Emir vermek yerine personeli yanında taşımaya inanıyor.

Patron C: Astlarına danışana kadar kararını vermez. Onların tavsiyelerini dinler, tartar ve kararını açıklar. Daha sonra, verdikleri tavsiyelere uygun olup olmadığına bakılmaksızın, herkesin sadakatle çalışmasını bekler.

Patron D: Alınması gereken önemli bir karar olduğunda ekibini toplantıya çağırır. Problemi grubun önüne koyar ve tartışmaya davet eder. Çoğunluk görüşünü karar olarak kabul ediyor.

Hiçbiri.

Ve kendi yöneticinizin yukarıdaki dört yönetici türünden hangisine en çok benzediğini söylersiniz?

Yönetici A - Yönetici B - Yönetici C - Yönetici D - Hiçbiri.

App 3: Arabic Version of High Context Scale

ههلسهتطاندنن صوارضيوه نزم و بهرز	به توندی رازیم	رازیم	پریرم نعداوه	رازیم نیم	به توندی رازی نیم
زیاتر من خوم ددوژمقوه به سقرقال بون به دانانی ثلانی کورت خایقن ، واته (نقوهی له کوتایی نیم هفتقیه نیکیتم (زیاتر له دریذ خایقنکان (نقوهی ثلانی بؤ دادعتیم بؤ جی به جی کردنی بؤ ضنند سالی داهاتوو) .	1	2	3	4	5
له کاتی تشوودا ، که شتیکم ددکرد زیاتر له خومدا دهمبینی بیکتم وک له کسانانی تر	1	2	3	4	5
لهوانقیه زیاتر ههست به ناسوددهی بکتم که شوینیکی دیاری کراوم بؤ خوم هقیه که بتوانم کونترولی بکتم که من لقطه لا کی کارلیک دهکتم .	1	2	3	4	5
کاتیک کسک راسم دکاتقوه نیم باشتره کسهکه تقنیا نیم بلایت حقر به ضی ناکات ، واته تیشنیار نکات.	1	2	3	4	5
شیوازی کاری سروشتی من نقوهی که یلک شت تقواو بکتم تیش نقوهی بجولیم بؤ شتی دواتر .	1	2	3	4	5
نقو ثابتند بوونقی که من بؤ نقوانی دیکتم کردوه زیاتره له نقوهی که بؤ خوم بیت .	1	2	3	4	5
من ههست به ناسوددهی دکم له باس کردنی بابتهکانی وک داهاتووم و خیزان و نقو بابتهانه لقطل زورینتی خلک ، همتا نططر بؤ کاتیکی کهمیش ناسیبیتیم.	1	2	3	4	5
نیم باشه شتکان به تقواوی له سفرهتاوه بنوسرینقوه نلک وک نقوهی دهست بکتم به کارکردن به بی سقر کردنی بارودوخکه .	1	2	3	4	5
من نیم خوش نیه کاتیک شتکان به تی ی ثلانهکان ناروات .	1	2	3	4	5
من ضنندین هاور ی خوم هقیه که هاور ی ذیانن نلک زور هاور ی که له ذیاندا دین و دقروئن	1	2	3	4	5
بهقدر له زانینی ناوی یکهتم ، تهمتن و باری خیزانی وه (تیشه و کاری دایک و باوکم) بابتهکی تایبته تاریزراوه و تقنها ضنند هاورییکی نزیک دقزان.	1	2	3	4	5
من زیاتر ههست به ناسوددهی دهکتم له هقبونی طریقستیک که ههموو ووردکاریهکان که تقیوندی به ریکتوتنقوه هقبیت نلکابیت ، وه هندیک ناوضه خوله میشی یاخود نادیار هقبیت که دواتر تیویستی به ریکتوتن هقیه .	1	2	3	4	5
طورینی ثلانهکان تناننت له دوا خوله کیشدا هیض کیشقیه که نیم بؤ من	1	2	3	4	5
کاتیکه طونجاو له کاته بتالیهکانم بهسقر دقته بؤ تلقفون یاخود نوسینک بؤ هاورییک که زور نابینم.	1	2	3	4	5

5	4	3	2	1	هەبونی بقرەستىك ياخود دىوارىك لە دەورى مالىكەتم زور ئىم خۇش دەبىت .
5	4	3	2	1	زور باشىرە ناۋەكان وەكو راستى خۇى بوتىرت (راستەخۇ بىت) نەك شارەنقەرى رەنقە راستەكەى خۇى لە بارودۇخەكەدا (ناراستەخۇ بىت) .
5	4	3	2	1	بىزار دەقم كاتىك دودەكەتم لەو كاتەى كە بۇم دانراۋە .
5	4	3	2	1	نەطەر ھەندىك كىشەى طرنطم ھەبوو ئىويستىم بە بارمەتى بوو بۇ ضارەسەر ، ھەر دمارەكەى ھاورىم ھەبىت دەقوانم بە ئاسانى بضم بۇ لاىان و داواى يارمەتەيان لى بكەم .
5	4	3	2	1	ئەوانەى كە من ئىيان دەلەم (باشىرىن ھاورى) ھەموو شىك لە بارەى منقە دەزانن وە ھىض كىشەكەى دروست نابىت كە شتى تايىت بە خۇمىان ئى بلەم .
5	4	3	2	1	نەطەر سەرۋەكەم يان مامۇستاكەم ھەلە بوون ، ئىويستە ئىى بلەم يان ئىشنىارى وەلامىكى تىرى بۇ بكەم .
ئەم ۋەسفانەى خوارقە بەسەر ضوار جۇرى جىاوازى سەرۋەكەدا دابەش كراۋە ئىت باشە كام لەم جۇرانة سەرۋەكى تۇ بىت :					
ھىض كام لەوانەى باس كران- سەرۋەكى د - سەرۋەكى ج - سەرۋەكى ب - سەرۋەكى أ					
سەرۋەكى أ : بىرەكەنى بە شىۋەى خىرا دەردەكات وە بە شىۋەىكى روون و تەقە بە ستافەكەى خۇى دەلەت . وە ضاۋەرىيان دەكات سەرى بخەن بە دلسوزى و بە بى بوونى زەحمەتى					
سەرۋەكى ب: بىرەكەنى خىرا دەردەكات بەلام دواى ھەول دەكات رەزامەندى ستافەكەى ۋەربىرت بەر لە رۇبىشتى بىرەكە ، ئىى وايە كە كارمەندەكەنى لەطەل خۇى ھەلپرتىب نەك تەنھا فەرمان كردن بەسەرياندا					
سەرۋەكى ج : بىرەكەنى خۇى دەرناكان ھەتا راوئى بە ستافەكەى نەكات ، طوى لە نامۇذپارىەكانىان دەطرىت وە ھەلى دەسەنپىنىت وە دواتر بىرەدەكات ، وە ئاشان ضاۋەرىى ئقە دەكات كە ھەموان بە دلسوزىقە كار بۇ جى بە جى كردنى بكەن ، بى لەقەى كە بىرەكە يەكسان بىت ياخود نا لەطەل ئەم نامۇذپارىانەى ئىشتر كرابوو . سەرۋەكى د : داواى كۇبونقەى ستافەكەى دەكات كاتىك بىرارىكى طرنط ھەبىت و بىقوت بىدات ، ئىشنىارى كىشەكان دەكات بۇ كۇمەلەكە و طفتو طوى لەسەر دەكرىت ، بۇسوونى زورىنە ۋەك بىرار قىول دەكرىت .					
ھىض كام لەوانەى باس كران					
كام لەم جۇرە سەرۋەكەنى كە لە خالى (46) لە سەرۋە باس كران لەطەل بقرىۋەبەرى خۇت لە نىكەۋە دەتونجىت : (ۋاى نوع من أنواع المديرين الأربعة المذكورة أعلاه قد تقول إن مدبرك هو الأقرب)؟					
ھىض كام لەوانەى باس كران -سەرۋەكى د - سەرۋەكى ج- سەرۋەكى ب - سەرۋەكى أ					

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Name : Sewa Wahab AHMED

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M.Sc. (Master)	Sakarya University, Department of Business Administration	Contd.
B.Sc.	University of Sulaimani, College of Commerce, Management Department	2011

Work Experience

Year	Employer	Position
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2012-2014	Sulaimani Governorate	IT Manager

Language Skills

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Publications

- 1- Okur, A. E., Ceylan, M., Ahmed, S. & Özsoy, E. (2022). İşteki Tutku Zamanla Değişiyor Mu? *Çalışma İlişkileri Dergisi*, 13(2), 1-13.