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**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF COMMERCE**

**EFFECTS OF INDIVIDUAL CULTURAL VALUES ON TASK  
ORIENTED LEADERS BEHAVIOR: EMPIRICAL STUDY ON  
ZEMEN BANK S.C.**

**BY**  
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**School of Commerce**

**Effects of Individual Cultural Values on Task Oriented Leaders  
Behavior: Empirical Study on Zemen Bank S.C.**

**A Project Work submitted to Addis Ababa University School of Commerce in partial  
fulfillment of the requirements for the degree of Masters of Arts in Business Leadership**

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**March 2021**  
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## **STATEMENT OF CERTIFICATION**

This is to certify that Tigist Genene carried out this research project work on the topic entitled “Effects of Individual Cultural Values on Task Oriented leaders Behavior: Empirical Study on Zemen Bank S.C” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Business Leadership.

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### **Abstract**

*This research was conducted to assess the effects of individual cultural values on task oriented leaders behavior in case of Zemen Bank S.C. as the researcher observes there is a scarcity of researches dealing with the relationship between the individual cultural values and leadership behaviors. In order to achieve the research objective, the researcher used descriptive and inferential research methods. Primary data were collected using a structured questionnaire that has been validated through literature review and advisor approval. It was distributed to 84 middle level management members at all offices of Zemen Bank using purposive sampling as a sampling technique. The data was analyzed with the help of a computer statistical package for social sciences (SPSS) and results were presented using tables, percentages and figures. Study results show that, the predominant individual cultural values of leaders at Zemen Bank are low from power distance and masculinity perspective; while medium from collectivism dimension, and high in uncertainty avoidance and long-term orientation. The study depicts the predominant leadership behavior at Zemen Bank is task oriented leadership behavior. Results in the correlations matrix exhibited that, even if there is a difference in the level of significance and direction of influence, all the five individual cultural values are tend to affect the leaders' inclination towards exhibiting a task oriented leadership behavior. Uncertainty avoidance is found to be the most affective cultural value followed by collectivism cultural value. Based on the findings, the study acknowledged the need for further studies incorporating other cultural dimensions and/ or in connection to other leadership behaviors and with a larger sample size.*

**Key words: Individual Cultural Values, Leadership Behavior, Zemen Bank**

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## **ACRONYMS**

**CEO** – Chief Executive Officer

**HR** - Human Resource

**CARLA**- Center for Advance Research on Language Acquisition

**SPSS** -Statistical Package for Social Sciences

**SMS**-Short Message Service

**POS**-Point of Sale

**ATM**-Automated Teller Machine

**GTP**-Growth and Transformational Plan

# CHAPTER ONE

## 1.INTRODUCTION

This chapter introduces the nature of the research and the overall study approach to deal with the research problem. It consists of the background of the study, background of the organization, which is Zemen Bank S.C for this research, statement of the problem, the research question, objectives, definition of terms, significance, limitations & delimitations of the study and finally the organization of the research.

### 1.1 Background of the study

Leadership is defined as an influential relationship among leaders and followers who intend to bring about real changes and outcomes that reflect their shared purposes. Richard L. Daft, (2005) as cited in Beyene & Workneh (2018). This shows that leadership mainly involves influential relationships among people. On top of the systemic and structural components, the human element of leadership plays a vital role on the relationship. Considering this, lots of researches have been conducted and published on the underpinning theories, behaviors and other influential factors of leadership.

Leadership behavior is leaders' way of doing things and pattern of their engagement they mostly prefer to use in the process of their leadership and relationship with their led. Leaders might incline to being autocratic, democratic, free rein, task oriented, people oriented etc. Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). Leaders' behavior has been discussed using various theories and perspectives. Shyamsunder (2016) argued almost every identified classification system used by leadership theorists and scholars to describe leader behaviors followed a common theme of being categorized into one of these two categories task and relationship behaviors.

Schein (2004), Tkeshelashvili (2009) and Töpfer (2014) as cited by Lee and Zhang (2013), a vast amount of literatures considered the significant role of culture in defining the differences in behavior, leadership, communication styles, and so on.

According to studies, the leadership style and other behaviors are influenced by the dimensions of the culture in which the behavior occurs. Even if culture is not the only determinant of leadership behavior, leadership characteristics are partly determined by culture.

For Hofstede, Jan Hofstede and Minkov (2010), culture is a communal phenomenon. In their definition for culture, they stated culture as a collective programming of the mind that distinguishes the members of one group or category of people from others. Culture is always a collective phenomenon, because it is at least partly shared with people who live or lived within the same social environment, which is where it was learned.

Contrary to Hofstede et al (2010) and others' argument, subsequent studies are revealing that the context of culture can further be narrowed to individual level. Danthu, Lenartowicz and Yoo (2013) argued, equating the stereotypical culture of a country directly to all citizens of the country would be misleading. While culture is defined at the national level (e.g., collectivism), whether an individual shows such a cultural orientation consistent with the national culture needs to be measured (e.g., Does this person show a collectivistic orientation?). Gelfand and Triandis (1998) as cited by Lee and Zhang (2013), also stated that as opposed to the assumption that people in an individualistic country are same-minded, a number of studies demonstrated that a typical individualistic country still allows its people for variability in cultural value orientations.

Since this paper examines the effects of individual cultural values on leaders' behavior from the perspective of being task oriented with an experiential Study on Zemen Bank S.C. all the reviews and discussions revolve around these two concepts individual cultural values and task oriented leadership behavior.

## **1.2 Background of Zemen Bank**

Zemen Bank was established and became operational on October, 2008 in the Ethiopian Banking Industry to provide banking services targeting corporate organizations and high net worth individuals. The Bank was well known for its uni-branch technology based products and services. As per Amelga (2018), founder of Zemen Bank, the bank had come up with a new sales strategy. Serving customers with a single branch by making the

service accessible using multichannel banking modes like internet, telephone, SMS, POS and ATM banking services were explained as unique features.

Following the directive of National Bank of Ethiopia, aiming every commercial bank to grow its branches by 20% every year for the purpose of the society's financial inclusion and contribution for the success of GTP II, Zemen Bank had also began to expand its branch outlet. In due course of its expansion, as of December 2020, The Bank's branch number reached 56 with a total number of staff 1080. As a succession plan, to secure the continuity of its unique approach with the young generation, The Bank implemented a new scheme for human capital development program named Managerial Development Program where qualified candidates in terms of educational background and work experience go through an intensive training program to become all rounded leaders.

### **1.3 Statement of the problem**

According to Dimond and Micklethwait (2017), corporate culture is shaped by the actions, behaviors and values of the leaders (Board, CEO and most senior executives). Leaders create organizational structures, they reward based on outcomes and they accept or reject behaviors so that these drive the organizational culture. Once the culture is designed, it defines the leadership qualities that are encouraged and rewarded. Usually, it develops organically and implicitly without being distinct. It follows behaviors and practices that are perceived to deliver the desired results.

Leadership behavior that has claimed to have its own great influence in achieving common goals by shaping the corporate culture and behavior is affected by various factors. Culture is one of the major factors that have a determining power in shaping leadership behavior.

As claimed by Tkeshelashvili (2009), the literature on the relationship between cultural context and leadership consists of two different levels of analysis: 1) the relationship between organizational culture and leadership, and 2) the relationship between national culture and leadership.

However, the scarcity of researches dealing with the relationship between the individual cultural values and leadership behaviors indicates, there is a missed link in this regard making it imperative that new research encompassing the effects of individual cultural values on leaders' task oriented behavior has to be carried out.

#### **1.4 Basic Research Questions**

The study seeks to answer the following research questions

- i. What are the prevalent individual cultural values of leaders at Zemen Bank?
- ii. What is the dominant leadership behavior at Zemen Bank?
- iii. Do the individual cultural values affect leaders' behavior?
- iv. Which individual cultural value is more significantly affecting leaders' behavior?

#### **1.5 Objectives of the study**

##### **1.5.1 General Objective**

The general objective of the study is to assess the effects of individual cultural values on leaders' task oriented behavior at Zemen Bank.

##### **1.5.2 Specific Objectives**

This study aims to achieve the following specific objectives

- i. To establish the major individual cultural values of leaders at Zemen Bank.
- ii. To reveal the dominant leadership behavior of Zemen Bank.
- iii. To establish whether individual cultural values affect leaders' task oriented behavior at Zemen Bank.
- iv. To identify the individual cultural value with a significantly more effect on leaders' behavior.

## 1.6 Operational Definitions of key Terms

Below are the operational definitions of some of the key terms of the study.

- **Culture**:- the way of life of a particular people, especially as shown in their ordinary behavior and habits, their attitudes towards each other, and their moral and religious beliefs.
- **Values**: - the beliefs people have, especially about what is right and wrong and what is most important in life that controls their behavior.
- **Individual**:-existing and considered separately from the other things or people in a group.
- **Behavior**:- the way that a person, an animal, a substance, etc. behaves in a particular situation or under particular conditions:

**Source**: - Cambridge Dictionary

<https://dictionary.cambridge.org/dictionary/english/>

## 1.7 Significance of the study

The study mainly benefits researchers and scholars who are engaged in the study of leadership by providing a new literature specifically on individual cultural values and its relations with leaders' task oriented behavior. It will also benefit Zemen Bank S.C. and other similar organizations by providing a new insight on the leadership behavior that may be used in their leadership development program.

## 1.8 Delimitation /Scope of the Study

As at December 2020, out of the total 1,080 employees, Zemen Bank has 22 executive & senior management members and 84 middle level management members. Due to convenience and accessibility issue, the study is delimited to the middle level management members only. Even if there are other leadership behaviors, the scope of this study is narrowed to task oriented leadership behavior because it is widely said that leaders in the Ethiopian banking industry incline to reveal task-oriented leadership behavior through their higher engagement in task

management by giving priority to administrative activities, supervising work quality and preparing financial reports. In addition, though there are other factors that are determining leaders' task oriented behavior, this study focuses only on the individual cultural values.

### **1.9 Limitation of the Study**

Issues of personal values, culture and behavior are sensitive, hidden and might also be unknown to oneself. As a result, there might be some reluctance and confusion in giving out actual information. The researcher exerts maximum effort to minimize this weakness by making the research instrument more convenient to understand and arranging absolute anonymity to enable the subject of the studies react freely on soft issues.

Moreover, since the study is conducted on the middle level management members of Zemen Bank S.C. only, the findings might not be generalizable to other organizations.

### **1.10 Organization of the Research Report**

The research report is composed of five chapters. Chapter one gives the background of the study and presents research objectives and questions, among other preliminary sections. Chapter two is dedicated to the exploration and analysis of literatures related to the study. Chapter three describes the research methodology employed in the study. Chapter four presents the detailed data analyses and interpretations while, chapter five contains summary of findings, discussions, conclusions and recommendations.

## **CHAPTER TWO**

### **2.LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, review of literature concerning the subject under study is presented. Theories and researches that deal with the key variables of the study are reviewed. The chapter contains review of both theoretical and empirical literatures including the conceptual framework and hypotheses of the study. The theoretical literature review discusses meaning and concepts of leadership, theoretical underpinnings of leadership, highlights on the major leadership theories, core leadership behaviors, culture and dimensions of culture.

Pragmatic studies on the variables under study are dealt with in the empirical literature review part, which includes studies on culture & leadership behavior and cultural values as an individual phenomenon. It was also tried to show the research gap in this chapter. Books, journals, articles, thesis and dissertations are used to conduct the review.

#### **2.2 Theoretical Literature Review**

##### **2.2.1 Meaning and Concepts of Leadership**

From the perspective of multiple disciplines, leadership is defined and explained in various ways. In this study, the researcher prefers to use an integrative definition of leadership explained based on the role of a leader by Patterson (2006) as cited by Gandolfi (2018). Accordingly, a leader is defined as one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

### **2.2.2 Theoretical Underpinnings of Leadership**

Lagace (2010) claims, leadership was studied intensely at the turn of the 20<sup>th</sup> century and it needs to be examined through a variety of lenses, including psychology, sociology, economics, and history.

In pursuit of knowledge on leadership, inquiries have been made to understand who leaders are, what makes them different, how they affect others, what makes them effective etc. Following these, various theories have been developed and evolved.

### **2.2.3 Highlights on the major leadership theories**

Chand (2021) and Rikkink (2014) tried to categorize leadership in to three main categories namely trait, situation (contingency) and behavior. Trait Theorists base their study on the type of person that makes a good leader. These theorists argue that effective leaders share a number of common personality characteristics, or "traits". Behavioral Theorists base their study on the things leaders do or behaviors they exhibit to be a good leader. It focuses on the way leaders' behave. Contingency (Situational) theorists realize there is no one best way of leadership either in trait or in behavioral theories. Hence, scholars develop another theory called contingency theories that study the situations that are influencing leadership.

### **2.2.4 Core Leadership Behaviors**

Behavioral leadership theories are said to be developed based on the studies conducted on the matter. According to Tkeshelashvili (2009), there are three lines of studies/researches in this regard. These are The Ohio State University studies, The University of Michigan studies, and the work of Blake and Mouton on the Managerial Grid.

According to Bass (1990) as cited by Tkeshelashvili (2009) studies conducted at the University of Michigan and Ohio State indicate that leaders' behaviors fall into two categories task (Production Orientation) and people (Employee Orientation)

behaviors. Task oriented behaviors involve providing direction to the employees on the job such as goals, procedures, resources, allocating work, etc. People behaviors involve demonstrating concern for subordinates as people by developing trust, empowering them, doing favors, representing their interests to higher levels, explaining decisions etc. Leaders can range from high to low in using these behaviors as part of their influence process.

Blake and Mouton's Leadership Grid developed a leadership grid based on these two behavior dimensions: Employee Orientation and Production Orientation. They used the terms 'concern for production' and 'concern for people' to distinguish leadership behavior. Other researches describe task/relation oriented theories using different terminologies but with a relatively similar concept. Task-oriented leader behavior is present in many models of leadership under different names. Reddin (1970) as cited in Rikkink (2014) made the distinction between task-oriented and relationship-oriented behavior. And, Arvonen and Ekvall (1991) called for a distinction between 'employee-centered', 'production-centered' and 'change-centered' leadership behaviors.

Various literatures discuss task/relationship oriented leadership are one of the most classifications used in the study of behavioral leadership theories. Rikkink (2014) declares the most used leadership behaviors are relation-oriented and task-oriented. Shyamsunder (2016) also argued, almost every identified classification system used by leadership theorists and scholars to describe leaders' behavior followed a common theme of being categorized into one of these two task/relationship behavior categories. Shyamsunder further states several popular leadership theories (e.g. initiating structure versus consideration, directive versus participative leadership, etc.) can be described under this broad umbrella.

### **2.2.5 Culture**

University of Minnesota in its "Center for Advanced Research on language Studies-CARLA" defines culture as the shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process

of socialization. These shared patterns identify the members of a culture group while also distinguishing those of another group. For further understandings, the center also presents other scholars' definition of leadership. Below are some of the scholarly definitions stated by the center.

**Kluckhohn, C., & Kelly, W.H. (1945)** "By culture we mean all those historically created designs for living, explicit and implicit, rational, irrational, and non-rational, which exist at any given time as potential guides for the behavior of men."

**Useem, J., & Useem, R. (1963)** "Culture has been defined in a number of ways, but most simply, as the learned and shared behavior of a community of interacting human beings"

**Edgar H. Schein (2004)** "Culture is the deepest, often unconscious part of a group and is, therefore, less tangible and less visible than other parts."

**Hofstede, G. (1984)** "Culture is the collective programming of the mind which distinguishes the members of one category of people from another."

### **2.2.6 Dimensions of Culture**

Since culture is not something revealed unitarily, it manifests itself in various perspectives so that researchers came up with different dimensions of culture.

Hofstede et al (2010) identified six cultural dimensions that are claimed to fully cover and extend major conceptualizations of culture developed through decades. As argued by Dunthu et al (2010), these dimensions were empirically developed and, found to be the most important theory of culture types for social sciences and cross-cultural studies so that Chandy and Williams (1994) and Søndergaard (1994) have heavily replicated it. Below are brief explanations on each of the six cultural dimensions as stated by Hofstede et al (2010).

- I. **Power Distance:** - the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. People in societies with a high power distance are more likely to follow a hierarchy where everybody has a place and does not require further justification, and high-ranking individuals are respected and looked up to. In societies with a low power distance, individuals aim to distribute power equally. Power distance is described based on the value system of the less powerful members. The way power is distributed is usually explained from the behavior of the more powerful members, the leaders rather than those led.
- II. **Individualism/Collectivism:** - individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty. As opposed to individualism, in collective societies, resources are shared among relatives, there are frequent socialization in public places and tend to think in terms of "we" than "I".
- III. **Masculinity/Femininity:** - a society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success. Whereas, women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life.
- IV. **Uncertainty avoidance:** - is the extent to which the members of a culture feel threatened by ambiguous or unknown situations. This feeling is, among other manifestations, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules. People in higher uncertainty avoidance culture look for structure in their organization,

institutions and relationships that makes events clearly interpretable and predictable.

- V. **Long/Short-term orientation:** - stands for the fostering of virtues oriented toward future rewards in particular with strong perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present in particular, respect for tradition, preservation of “face,” and fulfilling social obligations. In addition, there are pressures towards spending, and efforts for quick results in short term orientation.
- VI. **Indulgence:** - stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun. Its opposite pole, restraint, reflects a conviction that such gratification needs to be curbed and regulated by strict social norms. The gratification of desires on the indulgence side refers to enjoying life and having fun, not to gratifying human desires in general. Societies with higher indulgence tend to be happier, friendly, optimist, less moral discipline etc. and the reverse is true for restraint.

The above-discussed dimensions are so popular that as cited by Lee and Zhang (2013), Töpfer (2014) argued one of the most respected publications in the field is Hofstede’s publication, which has been by far the most influential so that the dimensions he identified even served as a model and foundation for the GLOBE study. Other researchers, (Danthu et al, 2011) also approved Hofstede’s dimensions to be the popular and developed measuring instrument scale for the stated dimensions except for indulgence.

## **2.3 Empirical Literature Review**

### **2.3.1 Culture and Leadership**

Various studies have been conducted revealing the relationship between culture and leadership. One category of the studies deals with how culture affects leadership

behavior. Others focus on how leaders construct and reconstruct the culture of the organizations they are leading.

According to Lee and Zhang (2013), a vast amount of literature noted the important role of culture in explaining the differences in behavior, leadership, communication styles, and so on (e.g., Lee & Choi, 2005; Nelson & Shavitt, 2002; Triandis & Gelfand, 1998).

Tkeshelashvili (2009) suggested that leadership is present in all cultures. However, what does appear to differ from country to country is the type of leadership that is most effective. These differences can be partially explained by differences in assumptions and values across cultures. Tkeshelashvili further explains leadership as a process involving social interaction, and like all such social processes, the question of what leadership styles and behaviors are dominated must be understood within the social context. The leadership style and other social behavior are influenced by the dimensions of the culture in which the behavior occurs.

Additional elaboration by Tkeshelashvili (2009) referring Smith, Peterson, and Schwartz (2002) showed that the extent that managers relied on formal rules and supervisors for guidance is related to their cultural background. Furthermore, Tkeshelashvili cited Geletkanycz (1997) to show that executives adherence to existing strategy is related to their cultural background in terms of individualism, uncertainty avoidance, and power distance. From Magner and Rahim (1996), Tkeshelashvili also found that leaders in individualistic cultures tend to put more emphasis on coercive power. Another conclusive remark cited by Tkeshelashvili from Mehra and Krishnan (2005), establish that Indian culture of Svadharma-oriented (following one's own duties) is related to transformational leadership in that country.

Moya and Navarro (2007) argue learning culture is the pattern of values, beliefs, and expectations shared by members of an organization, which produce norms, designs, definitions and strategy revisions, to shape and control the behavior of individual members.

On the other hand, Dimond and Micklethwait (2017) claim, it is generally accepted that corporate culture is shaped by the actions, behaviors and values of the board, CEO and

most senior executives. The organizational structures they create, the outcomes they reward and the behaviors they accept drive the culture. Leadership does not define the culture rather, the reverse. Once the culture is formed, it defines what leadership qualities are nurtured and rewarded. Often it develops organically; it may be implied without being defined. It follows behaviors and practices that are perceived to deliver the desired results. Culture is an outcome of successful adaptation.

Dimond and Micklethwait (2017) further elaborated that a young organization is often a thoughtful illustration of the behaviors of its founder(s), behaviors that have led to the founders succeeding against the odds. The cultures of older established organizations evolve from visible and recognized success and through the hiring and retention of certain types of individuals. This process can also apply to a country's culture. Japan and China, for example, have very strong cultural norms that impact personal networks and relationships in business.

In their supplementary explanation, Dimond and Micklethwait (2017) illustrated the case of financial recession that had begun in late 2007 in the United States of America and quickly spread to other countries and lasted until mid-2009. Accordingly, they stressed the banks' boards of directors failed in their duty to protect the long-term sustainability of their organizations by directing cultures where greed and the pursuit of profit were appreciated.

According to the conclusion made by Tkeshelashvili (2009), leadership and culture are said to be ever-enveloping paradigms informing each other as one is expressed and the other is impacted in a looped cause and effect fashion. In fact, leadership drives culture. Culture drives leadership. They both drive performance.

Concerning the scope of the studies, Tkeshelashvili (2009) asserts the literature on the relationship between cultural context and leadership consists of two different levels of analysis: 1) the relationship between organizational culture and leadership, and 2) the relationship between national culture and leadership. Tkeshelashvili argued these by claiming that GLOBE researchers provided empirical evidence that both organizational and societal cultural values are predictive of specific global leadership dimensions.

Töpfer (2014) as cited by Lee and Zhang (2013) declares corporate culture and its impact on corporate success has been the focus of many research projects across various academic disciplines. Töpfer further concluded that Hofstede et al (1990) appeared to be the most influential author and that national culture shapes both corporate culture and leaders' values, who in turn shape corporate practices and culture.

### **2.3.2 Cultural Values as Individual/Group Phenomenon**

Basically, culture is understood and explained as a group behavior. Hofstede (2010), the most quoted scholar concerning culture, declares culture always to be a collective phenomenon, because it is at least partly shared with people who live or lived within the same social environment, which is where it was learned. Culture consists of the unwritten rules of the social game. It is the collective programming of the mind that distinguishes the members of one group or category of people from others. (Hofstede et al, 2010)

According to Center for Advanced Research on language Studies (CARLA), other scholars' definition of culture also reflects culture as a group manifestation.

**Banks, J.A., Banks, & McGee, C. A. (1989)** Culture is the values, symbols, interpretations, and perspectives that **distinguish one people from another** in modernized societies;

**Lederach, J.P. (1995)** Culture is the **shared knowledge and schemes created by a set of people** for perceiving, interpreting, expressing, and responding to the social realities around them.

**Useem, J., & Useem, R. (1963)** Culture has been defined in a number of ways, but most simply, as the **learned and shared behavior of a community** of interacting human beings.

However, other researchers appeared to conduct their studies in various disciplines considering culture as an individual phenomenon.

Navarro and Moya (2007) in their study of “The Impact of Cultural Values on Employee Resistance to Teams” declare that they have taken three of the cultural values from

Hofstede's identified five value dimensions and conducted their study at individual level. In connection to this, they said Hofstede carried out his work (1980a) at the country level of analysis, subsequent researchers have adopted his underlying dimensions to test successfully empirical predictions at the individual level of analysis (e.g., Bochner, 1994; Cox et al., 1991; Earley, 1989, 1993; Kim et al., 1990; Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). Similarly, they explained that they make several individual level propositions based on Hofstede's (1980a) original dimensions.

Similarly, Zhang J., & Lee W.-N. (2013) in their study of "Exploring the Impact of Cultural Value Orientations on Market Mavenism and Opinion Leadership" (e.g., Triandis & Gelfand, 1998) argue, contrary to the assumption that people in an individualistic country are same-minded, a number of studies demonstrated that a typical individualistic country still allows its people for variability in cultural value orientations.

In the study entitled "Do Individual Cultural Values Differentiate Paternalist Leadership Perception?" Ardic and Uslu (2016) tried to find out whether individual cultural values such as power distance and individualism-collectivism create a difference in employees' perception of paternalist leadership behavior.

Considering the need for measuring cultural values at individual level, Donthu et al (2011) developed and validated measurement for individual cultural values. They claimed that, it is often required to directly measure cultural values for individual consumers or managers. In their further explanation, advising to see Kamakura and Novak (1992) & Kamakura and Mazzon (1991) they argued that while culture is defined at the national level (e.g., collectivism), whether an individual shows such a cultural orientation consistent with the national culture needs to be measured (e.g., Does this person show a collectivistic orientation?. This concern is truer when a country consists of a heterogeneous population with different cultural backgrounds. The concept of national culture has been very useful for the study of nations and societies. However, in managerial situations, the reflection of culture at the individual level is more important and relevant).

Donthu et al (2011) advise that by measuring individual cultural orientations and not equating them to the national culture, researchers can avoid the ecological fallacy, which occurs when the ecological or country-level relationships are interpreted as if they are applied to individuals.

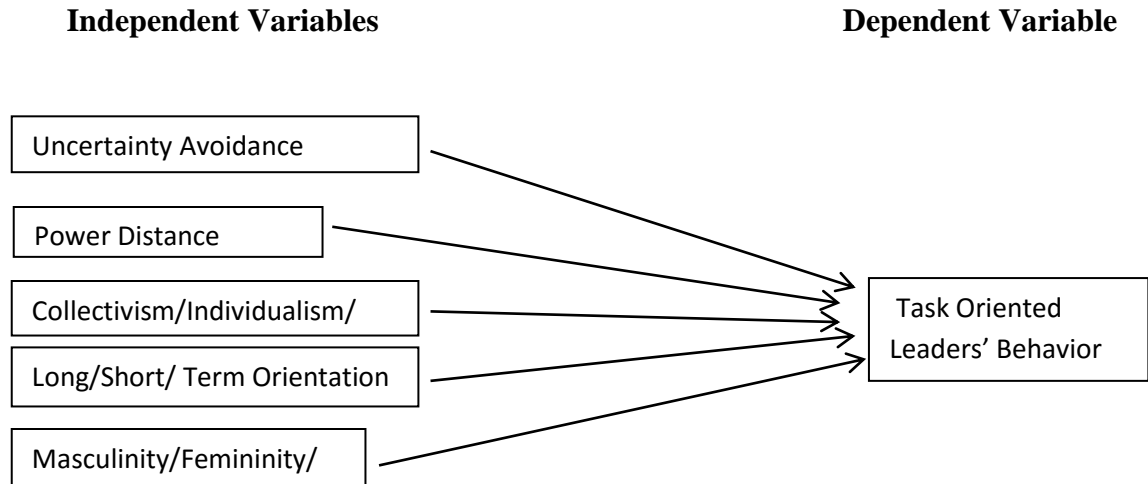
## **2.4 Research Gaps**

As it is tried to show in the above discussions, studies have been conducted to see the relationship between leadership and culture at national and corporate level. On the other hand, culture has also been studied at individual level in connection to its manifestation in relation to employee behavior, market influence & opinion leadership and some parts of leadership perception. Since the researcher could not find any researches conducted to study culture at individual level with its connection to leadership task oriented behavior, in this study it is tried to contribute in filling this research gap.

## **2.5 Conceptual Framework**

As per Donthu et al (2011), five of the cultural dimensions namely, uncertainty avoidance, power distance, collectivism/individualism/, long/short/ term orientation and masculinity/femininity/ enable to see the complete picture of a given culture. Since they have developed and validated measurement scales for these five individual cultural values, this research considered these same dimensions to study their counter impact on leader's task oriented behavior.

**Fig. 2.3 Conceptual Framework**



## **2.6 Hypotheses of the study**

To achieve the research objectives, the researcher has developed five hypotheses, which will be tested from the answers to the research questions.

**Hypothesis 1:** Individual cultural value on uncertainty avoidance affects task-oriented leaders' behavior.

**Hypothesis 2:** Individual cultural value on power distance affects task-oriented leaders' behavior.

**Hypothesis 3:** Individual cultural value on collectivism/individualism/ affects task-oriented leaders' behavior.

**Hypothesis 4:** Individual cultural value on long/short/ term orientation affects task-oriented leaders' behavior.

**Hypothesis 5:** Individual cultural value on masculinity/femininity/ affects task-oriented leaders' behavior.

## **2.7 Summary**

In this chapter, relevant theoretical and empirical literature reviews were discussed. Accordingly, it is tried to show applicable concepts and studies of leadership behavior and cultural dimensions with the observed current research gap. Conceptual framework and hypothesis of the study were also developed.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Setting**

The research is conducted on all middle level managers of Zemen Bank S. C. as of December, 2020. In a preliminary review, the researcher has learned that, the bank is head quartered at Addis Ababa. Majority of its branches are also located at Addis Ababa and few more branches at regional cities. All the banking centers and work units are connected and communication is well supported by the bank's IT infrastructure enabling anonymous online survey participation possible.

#### **3.2 Organizational Context**

Zemen Bank was established and become operational on October 2008 in the Ethiopian Banking Industry to provide banking services with a single branch. As of December 2020, The Bank has expanded with its branch outlets reaching 56 and manpower development administering about 1080 employees. For the purpose of continuity and succession, The Bank introduced a new scheme as a human capital development and succession planning called Managerial Development Program, which is believed to enable candidates to go through an intensive training program to become all rounded leaders.

#### **3.3 Research Approach**

Based on the type and analysis of data, a research approach can be quantitative or qualitative or a mixture of the two. In this study, the researcher has used quantitative approach. Because, the research questions need explaining relationship between variables by assessing individual cultural values (independent variables) affecting task oriented leadership behavior (dependent variables) by statistically measuring and analyzing data through statistical procedures and conducting deductive reasoning.

### **3.4 Research Design**

The research adopts explanatory survey design through collecting information by administering a questionnaire from a sample of individuals. This is because the study tried to explain an assumed casual links between individual cultural values and task oriented leadership behavior

### **3.5 Population and Sampling**

#### **3.5.1 Target Population**

The target population of the study is staff members who were employed at Zemen Bank S.C. at the middle level managerial position. According to The Bank's Human Resource management department, as at December, 2020, Zemen Bank has 5 executives, 17 senior management members and 84 middle level management members.

#### **3.5.2 Sampling Technique**

Purposive sampling is used by taking all members of the middle level management group from the total of all management team. Middle level management includes division managers, section heads, branch managers and assistant branch managers who are directly engaged in staff management and direction.

#### **3.5.3 Sample Size:**

At the time of the study, The Bank has a total of 84 middle level managers. These are 19 division managers, 9 section heads and 56 banking center managers. As this size is limited and feasible to reach all, the entire 84 middle level managers are included in the study to increase the reliability of the collected data.

#### **3.5.4 Sampling Procedure**

Following the submission of formal letter of cooperation from The Office of Graduate Studies Master of Business Leadership Program at Addis Ababa University School of

Commerce and acceptance from Zemen Bank S. C. concerned organ, which is The Human Resource Department, participants were requested to complete the questionnaire online with absolute anonymity. Purpose, importance and ethical consideration of the research were also explained at the beginning of the questionnaire.

### **3.6 Types and Sources of Data**

#### **3.6.1 Primary Source**

Primary sources of evidence using questionnaire was used in order to obtain sufficient information and secure reasonably reliable results.

In addition, organizational resources including The Bank's human resource data repository on staff composition, organization website & official social media pages and annual report were considered to fully understand the research setting.

### **3.7 Data Collection Instrument**

To study both of the independent and dependent variables, a total of 36 item questionnaire with a 5-point Likert-type scale (1=strongly disagree to 5=strongly Agree) were developed. All the questionnaire items are close-ended providing options for respondents to choose their best answer among the possibilities provided. The researcher believed the questionnaire with its natural and logical flow has assisted respondents in structuring their responses while they are completing the questionnaire.

### **3.8 Data Analysis**

Quantitative method was employed to provide an extensive explanation of the subject matter under study. The data captured from the completed questionnaires has been analyzed using the Statistical Package for Social Sciences (SPSS) version 26. Descriptive and inferential statistics that help to identify and describe the relationships between the independent and dependent variables were used; computational results like mean, standard deviation, and correlation matrix were presented using tables, figures and percentages.

### **3.9 Validity and Reliability of the Data Collection Instrument**

#### **3.9.1 Validity**

A research instrument is said to be valid if it really measures what it intends to measure (Posner, 2016). To secure the validity of the instrument of this study, the questionnaire was adopted from two previously validated research instruments.

Measurement developed and validated by Donthu et al (2011) for the study of individual cultural values was adopted to measure the independent variable, which is the individual cultural values of middle level managers of Zemen Bank in this study. On the other hand, to gauge the dependent variable, which is the exhibited leaders' task oriented leadership behavior, the instrument, which was adopted by Fayyaz and Naheed (2014) from Northouse (2001) was adopted. Adopting those questionnaire items were needed because, the instruments were validated through research and tested for their reliabilities across prior studies. Moreover, discussion has been conducted with the research advisor for reviewing the validity of the questionnaire and recommended improvements have been considered.

#### **3.9.2 Reliability**

Reliability is the extent to which results are consistent over time and accurate representation of the total population is secured by making the criteria stable or reproducible.

As Posner (2016), Reliability from a research perspective is about consistency or "repeatability." This means that the instrument (assessment, survey, questionnaire, etc.) would give the same result repeatedly; assuming that what was being measured is not changing.

A reliability test answers to the consideration whether the procedures of data collection and analysis will generate the same results on other occasions or will other observers make similar observations and arrive at the same conclusions from the raw data. It means that repeat observations give similar results when we use a reliable instrument.

The reliability of the research instrument has been tested by using SPSS (Statistical Package for the Social Sciences) considering the Cronbach's Alpha result. According to various literatures, a Cronbach's Alpha result more than 0.7 is considered reliable and acceptable. The alpha values in this study were greater than 0.7, which could be taken as a confirmation for the reliability of the questionnaire.

Table 3.9.2 Reliability Analysis Results of the questionnaire

Variables	Number of Attributes	Cronbach's Alpha Value
Power Distance	5	0.777
Uncertainty Avoidance	5	0.927
Individualism/Collectivism	6	0.917
Long/Short Term Orientation	6	0.850
Masculinity/Femininity	4	0.923
Leader's Behavior	10	0.913
Overall	36	0.915

Source: *Computations from survey result 2021*

### 3.10 Ethical Considerations

The study was conducted by considering ethical responsibility and affirming morally acceptable process throughout the research. This includes proper acknowledgement of sources using citation, informing respondents the purpose of the study and the use of information based on their free will and keeping any of the respondents' information confidential.

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALYSES AND INTERPRETATIONS**

#### **4.1 Introduction**

This chapter presents the collected data with the relevant analysis and interpretation concerning the relationship between individual cultural values and task oriented leaders' behavior setting Zemen Bank S.C as a study situation organization. It encompasses the response rate, respondents' demographic characteristics, detailed individual cultural values, and leaders' behavior. Using correlation and regression analysis, the chapter also reveals the effects of individual cultural values on leader's task oriented behavior.

#### **4.2 Respondent's Response Rate**

In order to conduct this survey, totally 84 questionnaires were distributed to the middle level management members of Zemen Bank S.C. Out of these, 79 were responded that makes the response rate 94 %. Though there is no hard and fast rule for acceptable response rate, the higher the response, the more reliable the results will be. Hence, all the 79 responses were considered for further analysis of the study.

#### **4.3 Demographic Characteristics of the Respondents**

To get the general profile of respondents, they have been requested to respond to categorically prepared questions on their age, gender, educational level and work experience in the first part of the questionnaire. These data are analyzed using a descriptive statistics like frequencies and percentile and presented in detail as follows.

##### **4.3.1 Age of Respondents**

Out of the 79 respondents, the majority or 69.6 % fall in the age category of 36-45 years, followed by the age category group of 46-55 years with 24.1 %. Age category of 26-35 recorded a minimal figure with 6.3 %. The detailed age categories are shown in the next table.

**Table 4.1 Respondents' age category**

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26- 35	5	6.3	6.3	6.3
	36 -45	55	69.6	69.6	75.9
	46 – 55	19	24.1	24.1	100.0
	Total	79	100.0	100.0	

Source: *Computations from survey result 2021*

### 4.3.2 Gender of Respondents

As shown in the table below, from the 79 respondents, 63 of them or 79.7 % are male and the rest 16 or 20.3 % are female.

**Table 4.2 Respondents' gender category**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	78.8	79.7	79.7
	Female	16	20.0	20.3	100.0
	Total	79	98.8	100.0	
Missing	System	1	1.3		
Total		80	100.0		

Source: *Computations from survey result 2021*

### 4.3.3 Educational Level of Respondents

From the total 79 respondents, 42 or 53.2 % have their first degree, while the rest 37 or 46.8 % respondents have their second or Masters level degree. Though there were the options, no respondent has ticked the diploma level nor the above master level education standard. Details are presented in the table below.

**Table 4.3 Respondents' education level**

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA_/BSC	42	52.5	53.2	53.2
	Masters	37	46.3	46.8	100.0
	Total	79	98.8	100.0	
Missing	System	1	1.3		
Total		80	100.0		

Source: *Computations from survey result 2021*

#### 4.3.4 Work Experience of Respondents

As depicted in the table below, majority of the respondents who are 90.9 % or 70 in number have a work experience of 8 years and above. The next 5.2 % or 4 respondents have a work experience that range 3-5 years; the other 3 or 3.9 % respondents have a work experience of 5-8 years. Two respondents did not react to this inquiry.

**Table 4.4 Respondents' work experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 – 5 Years	4	5.0	5.2	5.2
	5 - 8 years	3	3.8	3.9	9.1
	8 years & above	70	87.5	90.9	100.0
	Total	77	96.3	100.0	
Missing	9999	2	2.5		
	System	1	1.3		
	Total	3	3.8		
Total		80	100.0		

Source: *Computations from survey result 2021*

#### 4.4 Descriptive Analysis of Individual Cultural Values

The dominant individual cultural values of the leaders under study from the perspective of the five cultural dimensions which are power distance, uncertainty avoidance,

individualism/collectivism/, masculinity/femininity/ and long/short/ term orientation are discussed below. All the descriptions are taken from (Donthu et al, 2011) as they are validated and believed to comprehensively measure cultural values from the needed perspective.

As per the discussion earlier in this study, questions were prepared using a five-step Likert scale. Akmaliah, Z (2009), as cited by Duguma ( 2019) mean score measurement with five step Likert scale can be used while interpreting the data; and if a Mean Score > 3.80, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low.

#### 4.4.1 Power Distance

Power distance perspective of culture was measured using the five descriptions in the table below. The descriptions were made from the perspective of higher power distance that, the higher the value the higher the tendency towards accepting and exercising power distance between the lower and upper classes.

*Table 4.5 Power Distance Cultural Value at Zemen Bank*

Power Distance Cultural Values	Mean	Std. Dev.
People in higher positions should make most decisions without consulting people in lower positions.	1.87	.838
People in higher positions should not ask the opinions of people in lower positions too frequently.	2.03	1.000
People in higher positions should avoid social interaction with people in lower positions.	1.89	.784
People in lower positions should not disagree with decisions by people in higher positions.	2.13	.790
People in higher positions should not delegate important tasks to people in lower positions.	1.81	.833
Power Distance Average	1.94	.620

Source: *Computations from survey result 2021*

As per the above presented result in table 4.5 the power distance individual cultural value of leaders at Zemen Bank is low with an average mean score of 1.94. The mean scores of the particular power distance descriptions ranged from the minimum mean score 1.81 (People in higher positions should not delegate important tasks to people in lower

positions) to the highest mean score of 2.13 (People in lower positions should not disagree with decisions by people in higher positions.). Both the range and standard deviation are low.

#### 4.4.2 Uncertainty Avoidance

The second measured individual cultural value perspective is uncertainty avoidance. The below five descriptions in the table 4.6 enabled to measure this cultural perspective comprehensively. The descriptions are constructed from the side of sensing the need for taking care to avoid any uncertainties. Hence, it needs to be noted that, the higher the scored value, the higher the inclination towards avoiding uncertainties.

*Table 4.6 Uncertainty Avoidance Cultural Value at Zemen Bank*

Uncertainty Avoidance Cultural Values	Mean	Std. Dev.
It is important to have instructions spelled out in detail so that I always know what I am expected to do.	3.42	1.020
It is important to closely follow instructions and procedures.	4.05	.815
Rules and regulations are important because they inform me of what is expected of me.	4.25	.824
Standardized work procedures are helpful	4.33	.902
Instructions for operations are important.	4.27	.812
Uncertainty Avoidance Average	4.06	.772

Source: *Computations from survey result 2021*

Accordingly, as depicted in the table 4.6 above, uncertainty avoidance individual cultural values scored means ranged from the minimum 3.42 (It is important to have instructions spelled out in detail so that I always know what I'm expected to do) to the maximum mean score of 4.33 (Standardized work procedures are helpful).

In general, Zemen Bank's uncertainty avoidance individual cultural value scored a mean value of 4.06 showing a higher uncertainty avoidance culture.

### 4.4.3 Individualism/Collectivism/

The third measured individual cultural value is Individualism/collectivism/. The below six descriptions in table 4.7 were used to measure this dimension. Since the descriptions were prepared from promoting collectivism point of view, higher scores indicate higher inclination towards being collectivist. However, lower scores show lower inclinations towards collectivism which means the valued culture is individualism. According to the presented results in the table 4.7 below, individualism/collectivism/ dimension, measured a mean score ranging from a minimum 3.08 (Individuals should stick with the group even through difficulties.) to a maximum mean score of 3.75 (Group success is more important than individual success.)

The average mean score of individualism/collectivism/ cultural value is 3.42 showing that Zemen Bank leaders' value from this perspective is medium. This implies that the leaders could not be categorized as individualist or not as collectivist.

*Table 4.7 Individualism/Collectivism Cultural Value at Zemen Bank*

Individualism/Collectivism/ Cultural Values	Mean	Std. Dev.
Individuals should sacrifice self-interest for the group	3.25	1.235
Individuals should stick with the group even through difficulties.	3.08	1.083
Group welfare is more important than individual rewards.	3.70	.925
Group success is more important than individual success.	3.75	1.019
Individuals should only pursue their goals after considering the welfare of the group.	3.42	1.045
Group loyalty should be encouraged even if individual goals suffer.	3.37	1.052
Individualism/Collectivism Average	3.42	.895

Source: *Computations from survey result 2021*

#### 4.4.4 Long/Short/ Term Orientation

The fourth individual cultural value measured in this research is the long/Short/ term orientation with the six descriptions shown in the table 4.8 below. The descriptions were prepared from the perspective of asserting for the need of being long term oriented. Therefore, higher scores show the inclination towards being long term oriented while lower results show the tendency of being short-term orientated.

*Table 4.8 Long/Short term oriented Cultural Value at Zemen Bank*

Long/Short/ term Cultural Values	Mean	Std. Dev.
Money needs a careful management (Thrift)	4.20	.897
Going on resolutely is needful in spite of opposition (Persistence)	3.86	.873
Personal steadiness and stability is important	4.22	.811
Long-term planning is helpful	4.41	.707
It is preferable to give up today's fun for success in the future	3.86	.997
Working hard is necessary for success in the future	4.30	.952
Long/Short Term Average	4.14	.663

Source: *Computations from survey result 2021*

As illustrated in the table 4.8 above the long/short/ term cultural value measured at Zemen Bank ranged from a minimum mean score of 3.86 for two distinct descriptions to a maximum mean score of 4.41. The descriptions with the minimum score are (Going on resolutely is needful in spite of opposition (Persistence) and (It is preferable to give up today's fun for success in the future). The maximum mean scorer description is (Long-term planning is helpful).

In general, the individual cultural value of Zemen Bank from the perspective of being long/short/ term oriented has recorded a mean score of 4.14, which is high and implies that, leaders at Zemen Bank, value being long term oriented.

#### 4.4.5 Masculinity/Femininity/

The last cultural dimension measured in this study is masculinity/femininity/ with the four descriptions listed in the below table 4.9. The descriptions were prepared from the perspective of being masculine. So that, higher scores show masculinity inclination whereas lower scores show femininity inclinations.

*Table 4.9 Masculinity/Femininity/ Cultural Value at Zemen Bank*

Masculinity/Femininity/ Cultural Values	Mean	Std. Dev.
It is more important for men to have a professional career than it is for women.	1.97	1.176
Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.23	1.062
Solving difficult problems usually requires an active, forcible approach, which is typical of men.	2.23	.973
There are some jobs that a man can always do better than a woman.	2.65	1.199
Masculinity/Femininity Average	2.26	.997

Source: *Computations from survey result 2021*

The computed results shown in the above table 4.9 depict the masculinity/femininity/ cultural value dimension scored a mean range of minimum 1.97 (It is more important for men to have a professional career than it is for women.) and a maximum mean score of 2.65 (There are some jobs that a man can always do better than a woman).

The general result for the masculinity/femininity/ cultural values of leaders at Zemen Bank is low with a mean score of 2.26 implying that the dominant value is being feminine than masculine.

In conclusion, the predominant individual cultural values of Zemen Bank are low from power distance and masculinity perspective with mean scores of 1.94 and 2.26 respectively. Considering collectivism dimension, the mean score is 3.42, which is medium so that makes this perspective non-conclusive at Zemen Bank. The Bank scores high in uncertainty avoidance and long-term orientation with a mean score of 4.06 and 4.14 respectively.

#### 4.5 Descriptive Analysis of task oriented leadership behavior

Based on the instrument adopted by Fayyaz, Riphah and Hasan (2014) to measure Task oriented leadership behavior, The Bank’s predominant leadership behavior is tested using the ten descriptions listed in the table 4.10 below.

*Table 4.10 Task oriented leadership behavior at Zemen Bank*

Task Oriented Leadership Behavior	Mean	Std. Dev.
I tell group members what they are supposed to do	3.95	.861
I set standards of performance for group members	4.09	.771
I make suggestions on how to solve problems	4.27	.655
I make my perspective clear to others	4.22	.692
I develop a plan of action for the group	4.22	.728
I define role and responsibilities for each group member	4.19	.717
I clarify my own role within the group	4.13	.667
I provide a plan for how the work is to be done	4.10	.761
I provide criteria for what is expected of the group	4.09	.737
I encourage group members to do quality work	4.37	.644
<b>Task Oriented Leadership Behavior Average</b>	<b>4.16</b>	<b>.543</b>

Source: *Computations from survey result 2021*

Results in the above table 4.10 shows that, the predominant leadership behavior at Zemen Bank is task oriented with an average mean score of 4.16. The difference among mean score values is minimal that the minimum score is 3.95 with a description, “I tell group members what they are supposed to do” and the maximum mean score value of 4.37 for the description “I encourage group members to do quality work”

#### 4.6 Inferential Studies on Relationships between Individual Cultural Values and Leaders' Behavior

The below correlation analysis matrix provides the correlation for all the variables under study.

Table 4.11 Correlation Analysis between variables

		<b>Correlations</b>					
		Pow. Dis	Uncer. Avoi	Coll.Ind.	Long/Sh Orient.	Masc/ Fem	Task Orient.
Pow.Dis	Pearson Correlation	1	-.019	.013	-.092	.082	.011
	Sig. (2-tailed)		.866	.907	.421	.475	.924
	N	79	79	79	79	79	79
Uncer.Avoi	Pearson Correlation	-.019	1	.597**	.720**	-.135	.770**
	Sig. (2-tailed)	.866		.000	.000	.234	.000
	N	79	79	79	79	79	79
Coll.Ind.	Pearson Correlation	.013	.597**	1	.574**	-.013	.631**
	Sig. (2-tailed)	.907	.000		.000	.907	.000
	N	79	79	79	79	79	79
Long/ShOrient	Pearson Correlation	-.092	.720**	.574**	1	-.352**	.655**
	Sig. (2-tailed)	.421	.000	.000		.001	.000
	N	79	79	79	79	79	79
Masc/ Fem	Pearson Correlation	.082	-.135	-.013	-.352**	1	-.129
	Sig. (2-tailed)	.475	.234	.907	.001		.258
	N	79	79	79	79	79	79
Task Orient.	Pearson Correlation	.011	.770**	.631**	.655**	-.129	1
	Sig. (2-tailed)	.924	.000	.000	.000	.258	
	N	79	79	79	79	79	79

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Computations from survey result 2021

As can be witnessed from the above table 4.11, SPSS output provides correlations coefficients for the six variables under study. Concerning the relationships between independent and dependent variables, three of the five independent variables are reported to have strong and positive relationship with the dependent variable. These are, the relationship between uncertainty avoidance and task oriented leadership behavior with  $r=0.777$ , collectivism with task oriented leadership behavior with  $r=0.631$  and long term oriented cultural value with task oriented leadership behavior with  $r=0.655$ . Power distance has insignificant positive relationship with task oriented leadership behavior with  $r= .011$  while masculinity has insignificant negative relationship with task oriented leadership behavior with  $r= -0.129$ .

#### 4.7 Regression Analysis for the effect of individual cultural values on leaders' behavior

As per Mooi (2014), conducting regression analysis helps to know the effects of individual variables on dependent variables. Regression values also indicate if independent variables have a significant relationship with a dependent variable. Furthermore, regression indicates the relative strength of different independent variables' effects on a dependent variable.

Hence, in this study too regression analysis has been conducted to study the effects of individual cultural values on leaders' task oriented behavior at Zemen Bank. One of the important outputs of regression analysis is the below model summary.

*Table 4.12 Model summary of Regression Analysis*

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 <sup>a</sup>	.648	.624	.33323

a. Predictors: (Constant), MascFemAv, CollIndAv, Powdisav, UncertaintyAvoidAv, LongShortAv

**Source: SPSS Regression results output, 2021**

The multiple regression results presented in the table 4.12 shows the value of R square is computed to be 0.648 .This implies that, 64.8 % of the variation in leaders task oriented behavior can be explained by the model containing individual cultural values in terms of power distance, individualism/collectivism/, masculinity/femininity/, uncertainty avoidance and long/short/ term orientation. That is, the individual cultural values have 64.8% influences on leaders' task oriented behavior.

It also means that the remaining 35.2 % of the variation in leaders' task oriented leadership behavior can be explained by adding other independent variables. The correlation coefficient R-value, which is computed to be 0.805, shows that there is a strong positive relationship between the variables under study.

The ANOVA test in table below shows the significance of the model by the value of F-statistics (P=.000) which is less than 0.05 and indicates there were a strong relationship between the predictors (masculinity/femininity/, collectivism/individualism/, power distance, uncertainty avoidance and long/short/ term oriented) and the outcomes of the regression variables.

**Table 4.13 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.922	5	2.984	26.878	.000 <sup>b</sup>
	Residual	8.106	73	.111		
	Total	23.028	78			

a. Dependent Variable: TaskOrientAv

b. Predictors: (Constant), MascFemAv, CollIndAv, Powdisav, UncertaintyAvoidAv, LongShortAv

## Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.642	.330		4.981	.000
	Powdisav	.028	.061	.032	.450	.654
	UncertaintyAvoidAv	.371	.075	.528	4.960	.000
	CollIndAv	.142	.056	.235	2.562	.012
	LongShortAv	.115	.093	.141	1.236	.220
	MascFemAv	-.004	.042	-.007	-.092	.927

a. Dependent Variable: TaskOrientAv

As per literatures dealing with interpreting beta and p values, these values indicate the significance of effects of each independent variable on the dependent variable, and the extent dependent variables vary with an independent variable while all other independent variables remain constant. Accordingly, a significant P value of (<0.05) shows that a predictor or the independent variable has a significant statistical contribution to the model. So that, if a single variable has a P value of less than 0.05 and a higher Beta value, it can be concluded that the predictor variable has made a significant statistical contribution to the model. A reverse value, which is a P value > 0.05 and small Beta value, means the predictor variable's contribution towards the model is little or none.

Subsequently, referring to the coefficients table 4.14, only uncertainty avoidance and individualism/collectivism/ had significant relations to leader's task oriented behavior at Zemen Bank with a P value of 0.000 and .012 respectively which are <0.05 affecting the leaders' task oriented behavior with Beta values of 0.371 and 0.142 again correspondingly.

However, the other predictors namely, power distance, long/short term oriented and masculinity/femininity had no significant influence on leaders' task oriented behavior with a P value of 0.654, 0.220 and 0.927 as per their order which all are >0.05. Even if it is insignificant, the relationship between masculinity/femininity/ and leader's task oriented leadership behavior is reverse as the Beta value for this predictor is -0.004 (negative beta value). Whether it is significant or insignificant the rest four predictors had a positive relationship with the leader's task oriented behavior as they have a positive beta values.

### **SPSS Regression Results Output,2021**

**Multiple linear** regression analysis was conducted and indicated as follows to further assess the effects of individual cultural values on leaders' task oriented leadership behavior.

- a) Predicators: (Constant), Power Distance, Uncertainty Avoidance, Collectivism, Long/Short/ term orientation, Masculinity/Femininity/.
- b) Dependent Variable: Task Oriented Leadership Behavior.

Multivariate regression model is applied to determine how individual cultural values of leaders' affect leaders' task oriented behavior at Zemen Bank. The following model is used with five predictor variables that are X1, X2, X3, X4 and X5.

Where Y is leaders' task oriented leadership behavior, X1 is power distance, X2 is uncertainty avoidance, X3 is collectivism, X4 is long term oriented and X5 is masculinity.

$$\begin{aligned} \text{Task Oriented Leadership} & 1.642+0.028 (\text{Power Distance})+0.371(\text{Uncertainty Avoidance})+ \\ \text{Behavior} = & 0.142(\text{Collectivism})+0.115(\text{Long term orientation}) \\ & -0.004(\text{Masculinity}) \end{aligned}$$

## **Hypotheses Testing**

Based on the Beta and P-values, the projected hypotheses were tested as follows:-

**Hypothesis 1:** Individual cultural value on uncertainty avoidance affects task-oriented leaders' behavior.

Results of the coefficients table 4.14 presented uncertainty avoidance has a positive and significant relationship with leaders' task oriented leadership behavior with a positive Beta value of 0.371 and P-value of 0.000.

This indicates that, a one-unit increase in uncertainty avoidance individual cultural value of a leader may increase the leader's task oriented leadership behavior tendency by 37.1%.

**Hypothesis 2:** Individual cultural value on power distance affects task-oriented leaders' behavior.

As per the results depicted in the coefficients table 4.14, the effect of the individual cultural value from the perspective of power distance is insignificant with a P-value of 0.654 and a smaller beta value of 0.028. This implies that a one-unit increase in power distance cultural value of a leader may increase the leader's task oriented leadership tendency only by 2.8%.

**Hypothesis 3:** Individual cultural value on collectivism affects task-oriented leaders' behavior.

The results shown in the coefficients table 4.14 shows leader's value towards collectivism cultural value has positive and significant relationship with leader's task oriented leadership behavior by P-value of 0.012 and positive beta value of 0.142. The implication of these results is that, a one-unit increase in the leader's collective cultural value may result in 14.2 % increase in the leader's tendency towards being task-oriented leader.

**Hypothesis 4:** Individual cultural value on long-term orientation affects task-oriented leaders' behavior.

Results of the coefficients table 4.14 shows that leader's individual cultural value towards being long term oriented has insignificant positive relationship with the leader's being task oriented with a P-value of 0.220 and beta value of 0.115. This implies that, a one-unit increase in the long-term oriented value of a leader may increase in the leader's being a task-oriented leader by 11.5%.

**Hypothesis 5:** Individual cultural value on masculinity affects task-oriented leaders' behavior.

As can be seen from the results on the coefficients table 4.14, masculinity has insignificant and negative relationship with task oriented leadership behavior with a beta value of -0.004 (negative beta value) and a greater than 0.05 P-value of 0.927. The implication of these results is that, an increase in one unit masculine value of a leader may decrease the tendency of being task-oriented leader only by 0.4%.

In summary, even if there is a difference in the level of significance and direction of influence, all the five individual cultural values are tend to affect the leader's inclination towards exhibiting task oriented leadership behavior. Uncertainty avoidance is found to be the most affective cultural value with a minimal P-value and a greater beta value; followed by collectivism cultural value. The effects of the rest of the cultural values on leaders' task oriented behavior are insignificant with their greater than 0.05 P-value.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter consists of summary of findings, conclusions and recommendations presented on the individual cultural values affecting leaders' task oriented behavior at Zemen Bank S.C based on the information gathered and the analysis conducted.

#### 5.1 Summary of Findings

Summaries of the major findings of the study are presented below.

In order to meet the objectives of the study, it was intended to collect a primary data from 84 respondents' selected using purposive sampling. Practically, it was managed to collect 79 responses with a 94% response rate that can be considered as valid.

Findings of the study revealed that respondents were composed of 79.7 % male & 20.3 % female. Concerning their age categories, the majority or 69.6 % fall in the category of 36-45 years, followed by the age category group of 46-55 years with 24.1 %. Age category of 26-35 recorded a minimal figure with 6.3 %.

In relation to respondents' educational preparation, 53.2 % have their first degree, while the rest 46.8 % respondents have their second or masters level degree. Regarding work experience, majority of the respondents who are 90.9 % have a work experience of 8 years and above. The next 5.2 % or 4 respondents have a work experience that range 3-5 years; the rest 3 or 3.9% respondents have a work experience of 5-8 years.

Study results show that, the predominant individual cultural values of Zemen Bank are low from power distance and masculinity perspective with mean scores of 1.94 and 2.26 respectively. Considering the collectivism dimension, the mean score is 3.42, which is medium so that makes Zemen Bank non-conclusive from this perspective. Zemen Bank scores high in uncertainty avoidance and long-term orientation with a mean score of 4.06 and 4.14 respectively.

The study depicts the predominant leadership behavior at Zemen Bank is task oriented with an average mean score of 4.16. The difference among mean score values is minimal

that the minimum score is 3.95 with a description, “I tell group members what they are supposed to do” and the maximum mean score value of 4.37 for the description “I encourage group members to do quality work”

Results in the correlations matrix exhibited that, even if there is a difference in the level of significance and direction of influence, all the five individual cultural values are tend to affect the leader’s inclination towards exhibiting task oriented leadership behavior. Uncertainty avoidance is found to be the most affective cultural value with a minimal P-value and a greater beta value; followed by collectivism cultural value. The effects of the rest of the cultural values on leaders’ task oriented leadership behavior are insignificant with their greater than 0.05 P-value.

## **5.2 Conclusions**

Aiming to achieve the objectives of the study, assessments have been conducted on the effects of individual cultural values on leaders’ task oriented behavior at Zemen Bank S.C. The study also tried to see the significant cultural values that are affecting leaders’ task oriented behavior. Accordingly, results show that uncertainty avoidance and collectivism cultural values have significant and positive effects on leaders’ task oriented behavior. The effects of the other cultural values are minimal on leaders’ task oriented behavior with their higher than the acceptable P-value, 0.05.

## **5.3 Recommendations**

Based on the summary of findings and conclusions, the below recommendations are made.

- Uncertainty avoidance and collectivism individual cultural values are found to be the most significant cultural dimensions affecting leader’s task oriented leadership behavior at Zemen Bank S.C. Hence, The Bank needs to conduct closer studies at these cultural values for any interest in cultural reengineering impacting leadership behavior.
- Since this study was conducted with only five individual cultural values in relation to task oriented leadership behavior, further studies incorporating other cultural dimensions and/ or in connection to other leadership behaviors and

practices with a larger sample size will add a valuable understanding to the leadership knowledge pool.

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## **Appendix**

### **Questionnaire**

Dear Respondent,

I appreciate your kind cooperation in spending your precious time and attention to complete this questionnaire.

I am a postgraduate student at Addis Ababa University, School of Commerce in the field of Business Leadership. I am currently conducting a research entitled **Effects of Individual Cultural Values on Task Oriented leaders Behavior: Empirical Study on Zemen Bank S.C**

The purpose of this research is to assess effects of Individual Cultural Values on Leaders Task Oriented Leadership Behavior that will be a significant contribution towards understanding the grounds of leaders' behavior.

I believe your genuine participation in this study has a valuable contribution. Hence, I am kindly requesting for your cooperation in providing your best options in the space provided among the available choices. Writing your name is not required at all.

Finally, I would like to kindly confirm you that the information you are sharing will be kept confidential and only used for academic purpose. No individual responses will be identified and will not be disclosed in anyway.

Yours Sincerely,

Tigist Genene



		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>II.</b>	<b>Uncertainty Avoidance</b>					
1	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
2	It is important to closely follow instructions and procedures.					
3	Rules and regulations are important because they inform me of what is expected of me.					
4	Standardized work procedures are helpful					
5	Instructions for operations are important.					
<b>III.</b>	<b>Collectivism/Individualism</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	Individuals should sacrifice self-interest for the group					
2	Individuals should stick with the group even through difficulties.					
3	Group welfare is more important than individual rewards.					
4	Group success is more important than individual success.					
5	Individuals should only pursue their goals after considering the welfare of the group.					
6	Group loyalty should be encouraged even if individual goals suffer.					
<b>IV.</b>	<b>Long/Short tern Orientation</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	Money needs a careful management (Thrift)					
2	Going on resolutely is needful in spite of opposition (Persistence)					
3	Personal steadiness and stability is important					
4	Long-term planning is helpful					
5	It is preferable to give up today's fun for success in the future					
6	Working hard is necessary for success in the future					

V.	Masculinity/Femininity	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	It is more important for men to have a professional career than it is for women.					
2	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
3	Solving difficult problems usually requires an active, forcible approach, which is typical of men.					
4	There are some jobs that a man can always do better than a woman.					

### Part III – Leaders Behavior Exhibited in the work place

Below are questions designed to assess exhibited leaders behavior in the work place in terms of being Task oriented or not.

No.	Your Leadership Behavior Tendency	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I tell group members what they are supposed to do					
2	I set standards of performance for group members					
3	I make suggestions on how to solve problems					
4	I make my perspective clear to others					
5	I develop a plan of action for the group					
6	I define role and responsibilities for each group member					
7	I clarify my own role within the group					
8	I provide a plan for how the work is to be done					
9	I provide criteria for what is expected of the group					
10	I encourage group members to do quality work					

***Thank You Again!***

## **DECLARATION**

I, the undersigned hereby declare that this study entitled “Effects of Individual Cultural Values on Leaders Behavior: Empirical Study on Zemen Bank S.C.” is my own paper work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted either at master’s level or undergraduate in this or any other institutions. All sources of materials used for the thesis have been duly acknowledged.

By: Tigist Genene

Date: -----

Signature: -----