University of Kentucky

UKnowledge

University of Kentucky Master's Theses   Graduate School

2011

A COMPARISON OF LEADERSHIP TRAITS ACROSS COUNTRIES: TAIWAN AND UNITED STATES

Chi-Shou Justin Yang
University of Kentucky, jyang2408@gmail.com

Right click to open a feedback form in a new tab to let us know how this document benefits you.

A COMPARISON OF LEADERSHIP TRAITS ACROSS COUNTRIES:
TAIWAN AND UNITED STATES

_____

THESIS

_____

A thesis submitted in partial fulfillment of the
requirements for the degree of Master of Science in the
College of Agriculture
at the University of Kentucky

By

Chi-Shou Justin Yang

Lexington, Kentucky

Director: Dr. Rosalind Harris, Professor of Community and Leadership Development

Lexington, Kentucky

2011

ABSTRACT OF THESIS

A COMPARISON OF LEADERSHIP TRAITS ACROSS COUNTRIES:
TAIWAN AND UNITED STATES

With the rise of new technologies, geographical and political boundaries between companies are disappearing. Managers within multinational organizations are faced with the challenge of adapting to new paradigms of leadership while leading employees who may share different backgrounds. With businesses becoming more globalized, it is important to know and understand how to lead and interact with people from other cultures. The purpose of the study is to explore and describe similarities or differences with managers from the United States and managers from Taiwan in relation to the 29 leadership traits overall as well as at individual management levels. As a result, this study also offers practical recommendations for managers of all levels and backgrounds to grow their international business opportunities through deeper knowledge of themselves and their international business partners.

KEYWORDS: Leadership, Leadership Traits, Management, Cultural Comparison,
                    Management levels

Chi-Shou Justin Yang

9-2-11

A COMPARISON OF LEADERSHIP TRAITS ACROSS COUNTRIES:
TAIWAN AND UNITED STATES

By

Chi-Shou Justin Yang

Dr. Patricia Dyk
Director of Thesis

Dr. Rosalind Harris
Director of Graduate Studies

9-2-11
Date

TABLE OF CONTENTS

Appendices

LIST OF TABLES

LIST OF FIGURES

Chapter One: Introduction

Background

With the rise of new technologies, geographical and political boundaries between companies are disappearing, and managers within multinational organizations are faced with the challenge of adapting to new paradigms of leadership while leading employees who may share different backgrounds. It was found that 46 of the worlds 100 largest economies are nation states; the remaining 54 are multinational corporations (Resick, Hanges, Dickson, & Mitchelson, 2006; Melloan, 2004). With more than half of the world's largest corporations multinational, it is important to understand that methods used in the United States may not apply to situations in other countries. They may differ by culturally specific ways of conducting business or relating to superiors and subordinates. Situations that leaders face have the potential to be highly complex, constantly changing, and difficult to interpret.

Not only are managers faced with integrating employees from foreign settings, there is also the challenge of knowing what leadership traits are used by the different management levels. The roles and responsibilities of leaders vary with management level. Higher level management are seen as the planners, the persons who develop and promote the vision of an organization, while lower level managers are seen as being constrained by the decisions of higher level management and are concerned with issues that are less complex and involve more interaction with followers. It is not surprising that the behaviors of higher level managers and lower level managers are shown to differ (Antonakis & Atwater, 2002).

Over time societies have evolved into groups with distinguishable characteristics that set them apart (House, Javidan, Hanges, & Dorfman, 2002. P.3). When exploring the differences between two groups, researchers need to think about other cultural dimensions besides the more obvious differences such as language, religion, and demographics. These are important characteristics to investigate, but more characteristics need to be examined to gain a better understanding of why leadership and management may or may not differ across cultures.

Applying American leadership traits in a non US setting could in some cases be considered inappropriate. The way of handling business transactions varies across the globe. It is important to understand that practices used in one place may not apply to another; managers are likely to encounter situations where the norms of their home country conflict with the norms of the country in which they are doing business. Examples of this are a United States company relocates its manufacturing to Mexico and has to deal with Mexican cultural norms in the work place; the European company that sources parts from China and has to negotiate Chinese style; or the large multinational company employing a culturally diverse workforce, where the clashes of values could affect sales and production (Robinson & Harvey, 2008, p.466).

The challenges of international business transactions lead us to consider two questions. Do managers from different countries value the same leadership traits as managers in the United States? Can leadership skills and techniques used in the US business setting be applied to a company located in Taiwan? To answer these questions we first need to clarify the definition of leadership. Over 350 definitions exist for the term leadership (Deng & Gibon, 2008, p.182; Daft & Lane 2005). Even though none of

the hundreds of definitions of leadership in literature is agreed upon as the so-called correct definition, most reflect the notion that leadership involves —a interaction between the leader, the followers, and the situation" (Hughes, Ginnett, & Curphy, 2002, p. 22). From the GLOBE project, a multi-national study of organizations, a consensus definition of organizational leadership emerged: —theability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members". Leadership involves leading in a manner that respects the rights and dignity of others. Leadership can be seen as a process in which the situation can influence which leadership behavior or style is most effective (Ayman, 2004.)

When discussing and describing leadership, it is first helpful to define ethics. Ethics is deciding what is right in a particular situation: determining what ought to be; deciding what is consistent with one's personal or organizational value system. Leadership is more than just assigning and delegating tasks to constituents. It involves embodying the purpose, vision, and values of the organization and of the constituents.. Leadership connects the goals of the organization with that of the internal employees and external stakeholders (Freeman & Stewart, 2006). Leadership involves putting organizational achievements/objectives ahead of personal achievements /objectives, while knowing the limits of the values and ethical principles in the area in which they reside.

Four primary dimensions first introduced by Hofstede are used not only to show that cultures are different, but also that management is understood differently across countries (Hofstede, 1991). These dimensions of leadership power distances, collectivism/individualism, masculinity/femininity, and uncertainty avoidance can serve

as indicators to why and how managers from different countries may or may not use particular leadership traits.

Why is a cross cultural comparison needed between American and Taiwanese managers? The problem with previous research is the way in which they compared cultures. Past research used cultural clusters to group societies that share similar norms. An example of this is in the Project GLOBE which studies cultures and their perception of leadership traits. GLOBE grouped Asian countries as Southeast Asian (Thailand, Philippines, Malaysia) countries or Confucianism Asian countries (China, Japan, South Korea, Taiwan). The uses of cultural clusters make it hard for researchers to determine specific differences between countries. Since the objective of this research study is to gain an idea of which leadership traits are valued in specific countries the use of the cultural clusters won't work for this study.

Researchers have argued that the direct impact of culture on leadership style comes from the culture's traditions and values. Understanding and realizing cultural differences can provide useful advice and guidelines for practitioners to achieve leadership effectiveness within organizations with workforces and management teams that are becoming more culturally, ethnically, and internationally diverse (Chong & Thomas, 1997). The need of this study is to gain an understanding of how to work and manage in a foreign setting. The research will look at the dimensions of societies and how they relate to the use of leadership. By examining more than just the apparent differences in societies, we can have a better understanding of how leadership varies across two cultures. By accessing Hofstede's cultural dimensions (power distance, masculinity/feminity, uncertainty avoidance, and individualism/collectivism) along with

4

the different levels of management (low-level, middle-level, and high-level) we will better understand why certain leadership traits may or may not be used within the different levels of an organization's management.

<u>Conceptual Framework</u>

The framework for this study comes from previous research conducted on characteristics of global and business leadership. Central to this framework are the culturally endorsed implicit leadership theories (CLTs) which have been found to have general stability across and between cultures, even among those with varying cultural profiles and norms (Hartog, House, Hanges, Ruiz-Quintanilla, & Dorfman, 1999). The qualities are endorsed among people of most cultures as effective or ineffective leadership qualities.

Implicit leadership theory focuses on how one believes a manager generally behaves and expectations to which they are held (Hartog et al., 1999). Inherent in the theory is the cognitive framework around which the individual categorizes current and past encounters with leadership events. These categories include specific events and behaviors that are then used to encode, process, and recall details and inform the individual's belief about what a manager is and how they should (and should not) behave. Subsequent encounters are not only evaluated based on the individual's existing beliefs about managers but also used to encode further depth to their belief.

Further, the theory posits that each individual develops their beliefs about leaders from a young age through their personal experiences. As they age, these beliefs are given more information with each new experience. Most people are consciously aware of their beliefs about leaders, meaning that they ―implicitly‖ know what their beliefs about leaders are and consciously apply that belief-set to new encounters. Therefore, the

5

term —leader" is unique to each person and uniquely applied to those whose behaviors and traits match their existing belief set about leadership. CLT research aims to identify commonalities and differences within and across cultures.

The CLT framework has been the core element and catalyst for much research. This pilot study sought to elaborate on the framework by considering how CLTs and cultural expectations factor into perceptions of appropriate leadership characteristics for various levels of managers. Some qualities are linked specifically to the culture profile of the country in question. However, on a global scale, CLT's such as charismatic/transformational leadership traits have been found to be universally endorsed by all cultures studied thus far (Hartog et al., 1999). By using the previous findings, this study was able to evaluate and inform business managers for successful international business practices.

The idea for a global research program concerned with leadership and organizational practices was conceived by Robert House in 1991 (Hartog et al., 1999). Since then, GLOBE has evolved into a multi-phase, multi-method research project in which some 170 investigators from over 60 cultures representing all major regions in the world collaborate to examine the inter-relationships between societal culture, organizational culture and practices and organizational leadership.

GLOBE's cultural dimensions and scales were analyzed by psychometric, item analysis, and factor analysis to establish the dimensions. Descriptors were then used to examine the dimensions. GLOBE's culture scales were developed in a theory-driven manner. GLOBE first defined the various culture constructs they wanted to measure, and specified the nature of these constructs before items were written. The selection and

definitions of the culture dimensions were developed after GLOBE reviewed culture literature. GLOBE was able to validate the culture scales by examining the correlations between the GLOBE scales with independent sources (e.g., Hofstede's culture dimensions, Schwartz's value scales, World Values Survey, and unobtrusive measures) (Resick et al, p.4, 2002).

A second study building form the CLT framework is the work by Casimir and Waldman (2007). Their study looked at the importance of leadership traits for low-level and high-level Australian and Chinese managers. The Casimir and Waldman framework comes from the Den Hartog, R.J House, P.J. Hanges, and S.A. Ruiz Quintanilla study titled –Culture Specific and Cross Culturally Generalizable Theories: Are Attributes of Charismatic/Transformational Leadership Universally Endorsed?". Hartog et al, (1999) used implicit leadership theories, research on leadership perceptions across different cultures, to explain leadership attributions and perceptions. Hartog et al. (1999) secondly used Project GLOBE societal culture dimensions, organizational-culture dimensions, and culturally endorsed implicit leadership theories.

Hartog et al. (1999) developed their leadership traits by asking middle managers in three industries to describe leadership attributes and behaviors that they saw as enhancing or hindering outstanding leadership. They used a seven point scale to indicate which leadership traits hindered or enhanced leadership. Items were then tested in two pilot studies. The results of Hartog's work were then the foundation for Casimir and Waldman's study, and the scales of leadership traits which were utilized in this study.

The GLOBE and Casimir-Waldman research on CLTs formed the foundation of the current study by producing trait scales that would help future researchers qualitatively

and quantitatively identify leadership traits that are found desirable across cultures. The current study used these results to then evaluate leadership traits and then suggest recommendations for international business practices, particularly between American and Taiwanese managers.

Problem Statement

Currently with the increasing number of multinational organizations, companies are becoming interdependent and must learn to work cooperatively for their mutual benefit (Buller, Kohls, & Anderson, 1991, p.767). Not understanding the different leadership traits between countries or how cultural dimensions can affect outcomes can hinder business deals, transactions, or partnerships. Researchers need to take into consideration the level of management that one holds within an organization. Leaders at various hierarchical levels perform different functions; therefore followers are likely to expect management levels to demonstrate particular leadership traits (Yan & Hunt, 2005, p.52; Lord & Maher,1991).

Purpose and Objectives

With businesses becoming more globalized, it is important to know and understand how to lead and interact with people from other cultures. The purpose of the study is to explore and describe similarities or differences of managers from the United States and Taiwan in relation to leadership traits.   The intention is to gain a better understanding of how one's management level might affect the use and perception of leadership traits.

The objective of the research is to measure the extent to which managers in Taiwan value leadership traits in comparison to managers in the United States. A second objective is to see how participants evaluate leadership traits for low-level and high-level

managers. Lastly, the research will look at the perspectives of the low-level and high-level managers to determine if their perceptions of leadership traits vary across management levels.

This study will show the differences in how high-level and low-level managers rate leadership traits in two different countries.   The results will allow managers to gain insight into the values of leadership traits from differing cultural perspectives.   This information can be used for future business transactions, training, ethnocentrism, and developing better global business practices (Payne, Raiborn, & Askvik, 1997, p.1728).

Chapter Two: Literature Review

A modest amount of research has been conducted on Taiwanese managers and their use of leadership traits. However, more research has been geared towards mainland Chinese managers and their use of leadership traits. These two groups are closely related when it comes to sharing the same deep rooted cultural influences such as religion, values, linguistics, and traditions that shape and influence leadership. For example, the population of Taiwan is 23 million, of that 23 million 98% are Han Chinese (native to China) and share the same beliefs of Buddhism, Taoism, and the philosophy of Confucianism (Republic of China, 2010). Based on the limited research conducted leadership in Taiwan, literature focusing on the Chinese perspective of leadership will shed light on Taiwanese managers.

The literature review also includes a comparison between two countries, Australia and the United States with similar cultural backgrounds and historic pasts. Both countries had indigenous populations and were then settled by people from various countries with dissimilar traditions. They share historical relations to the United Kingdom and Europe, the English language, democratic political institutions, competitive

market structures, social welfare programs, relatively high standards of living, and increasing populations (Stuhr, 1991). Likewise, literature focusing on Australian perspectives of leadership will provide insights for American managers.

Do American and Taiwanese managers share the same description/definition of leadership and management? According to Alves, Manz, & Butterfield, 2005, p.5 the Chinese perspective of leadership is as much influenced by global business trends as it is a Western perspective. However, Alves et al. (2005) consider that both Chinese and Western perspectives of leadership are distinct and grounded in different cultures and frames of reference.

Are there differences between Taiwanese and American manager's use and interpretation of leadership and management? There are differences, one of the reasons for this is that the conceptions of management, organizations, and leadership are different in the East and West, and this is largely due to variations between Chinese and Anglo-American cultures (Pun, Chin, & Lau, 2000). The cultural dissimilarities tend to shape management styles and practices. Taiwanese emphasize analogical and correlative thinking, whereas Westerners draw on more causal thinking. Lee (1987) has proposed two philosophical perspectives that affect the use of leadership and management, one based on Confucianism and another on Taoism and Buddhism (Alves et al., 2005, p.13) From a Confucianism viewpoint, self-cultivation represents the ―full development of personality and sensitivity to people's feelings‖ (Alves et al., 2005, p.13; Lee, 1987). Western management thinking is based on rationality, control, and planning, where as Eastern thinking is based on Taoism/Buddhism thinking. This is more intuitive and contextual, in which ―self‖ and ―time‖ also have distinct meanings.

Cultural Dimensions

In 1980 Geert Hofstede introduced four dimensions; power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance to examine the difference between societies. These four dimension have been used in several studies.

Power Distance (PD)

Differences between the United States and Taiwan arise when discussing the power distance (PD). Power distance is a feature of leadership that can help determine why leadership and management are different between the two countries; it refers to the way in which societies handle the problem of human inequality. Countries with low PD are characterized by the value that inequalities between people should be minimized, that is subordinates and superiors regard each other as equivalent people, who have equal rights and representation (Yan & Hunt, 2005, p.53). Subordinates in low PD societies are more likely to be given the opportunity to share important information and participate within the organization. High PD societies tend to rely on force, manipulation, and inheritance as a source of power. It is common in Chinese organizations for subordinates to refrain from challenging their superiors; any direct challenge constitutes a rejection of the superiors expertise and hierarchical status and generates the kind of public loss of face this is detrimental to group harmony (Weaver, 2001, p. 10; Ko, 1995).

Collectivism/Individualism

Collectivism and individualism will be used to help provide insight on why traits may or may not differ between the two groups studied. The Collectivism/Individualism dimension measures the degree to which individuals are integrated into groups. This is one of the most used and tested cultural dimensions in the field of cross cultural

management. Collectivism cultures emphasize the importance of group effort in order to succeed.   In Individualism cultures, the interest of the individual prevails over the interest of the group. ─Self-effacement is highly valued in collectivist societies (Yan & Hunt, 2005, p.53; Hofstede, 1991), and in some collectivist cultures self-effacement is a virtue that leaders should have in the eyes of their followers (Yan & Hunt, 2005, p.54; Goldman, 1995). It has been found in collectivist societies, that followers are more likely to accept leadership that fits into their implicit leadership prototypes: In individualistic societies, a leader's extraordinary performance will more likely arouse followers' compliance and devotion (Yan & Hunt, 2005, p.54; Conger, 1989).

Masculine/Femininity (MASC/FEMI)

Hofstede (1980) discussed how masculine dominated societies differ from feminine societies (Yan & Hunt, 2005, p.56). Gaining an understanding of a societies' dominate masculine or feminine traits can help determine what characteristics of leadership are valued and to what extent they may be valued in either society. Cultures with a high masculinity index tend to favor large-scale enterprises and see economic growth has more important than conservation of the environment (Yan & Hunt, 2005, p.56). Managers in high masculinity cultures tend to attach great importance to achievement and assertiveness. Leaders in low masculinity cultures are expected to show care for their followers and nurture good relationships with them. Performance in terms of personal achievement is less of a concern for both the leader and the follower.

Uncertainty Avoidance (UA)

Uncertainty avoidance (UA) refers to a culture's stance toward the authority of rules. Cultures with high UA are more likely to be intolerant of ambiguity and more distrustful of new ideas or behaviors.   Low UA societies are more tolerant of deviations

from group or social norms. In a culture with high UA followers tend to show great

obedience to the authority of their leaders, and they also expect their leaders to act

according to the ways that are historically accepted.

Findings from the literature review and the results from Table 1 show similarities

and differences between countries that share similar cultural norms by using cultural

dimensions introduced by Hofstede. The reason for including Australia and China into

Figure 2.1 is to show the relationship between countries that share similar cultural norms,

it provides results to make comparisons.

Table 2.1 Hostede's Cultural Dimension Scores[1]

Cultural Dimension	Power Distance	Individualism	Masculinity	Uncertainty Avoidance
China	80	20	66	40
Taiwan	58	17	45	69
Australia	36	90	61	51
United States	40	91	62	46

Project GLOBE

The purpose of the study is to explore and describe similarities or differences of

managers from the United States and Taiwan. The study conducted by GLOBE surveyed

17,000 middle managers from 62 different societies. Due to the quantity of societies

involved in the study, the researchers grouped the societies into 10 cultural clusters. The

societies were clustered based on similar cultural values and practices. Data were

collected by administering questionnaires designed to measure leaders' perceptions. The

---

[1] The scales used on the website range from 1-120. The higher the number for each dimension, the greater chance that, the country has a stronger belief in that dimension than other countries. www.clearlycultural .com/geert-hofstede-cultural-dimensions

survey used a 7-point response scale to measure 15 items identified as being reflective of leadership. Along with the 15 identifiers, GLOBE studied nine cultural dimensions. The results from the study were analyzed by using a confirmatory factor analysis.

Research from the Project GLOBE; found that Confucian Asian societies tend to endorse motivation to a lesser degree. These cultures prefer leaders that communicate their vision in a nonaggressive manner (Fu & Yukl, 2000). Confucian Asia contributes charismatic values and team oriented leadership to effective leadership. Humane oriented leadership is viewed favorably but not as important as charismatic or team oriented leadership. GLOBE found that Confucian Asia scores participative less than humane oriented for effective leadership, GLOBE attributes this to the possibility that the father within the family is paternalistic and autocratic. Confucian Asia cluster ranked among the highest for self proactive, where it is apparent that modesty and face saving are viewed positively. Project GLOBE noted that further research is needed to identify both differences and similarities in the attributes and behaviors that characterize leadership across cultures.

Project GLOBE identified that Anglo societies viewed charismatic and team oriented traits highest for all clusters in the study. In fact charismatic, participative, and humane leadership scored high for the Anglo societies. Anglo societies ranked self protective low, which indicates that status conscious, face saving, and self centered attributes strongly inhibit leadership (Resick et al., 2006, p.355).

Comparing cultures on Gender Egalitarianism, the United States scored quite higher than Taiwan. The society that scored the lowest on Gender Egalitarianism is Confucian Asia. Project GLOBE established that societies who scored higher on gender

egalitarianism practices achieved greater longevity, knowledge, and higher standards of living for their members. The more a society values gender egalitarianism the more strongly its managers endorsed participative leadership and charismatic leader attributes.

When comparing both Southern and Confucian Asian and Anglo societies score assertiveness as one of the most important traits. Participants in the Asian societies indicated that they wanted more assertiveness than they currently use in their business environment. Societies that score higher on assertiveness are apt to be more successful in the science and technology field, while having more respect for family and friends. The less an organization practices and values assertiveness, the more likely it is that the endorsed societal level includes Participative leadership.

Determining whether or not a society is more individualistic or collectivist, findings suggest that the clusters with the highest collectivism scores were Confucian societies such as Taiwan which ranked higher than the United States. This supports Project GLOBE research that suggests collectivism practices seem to be part of cultural syndrome where close ties among family, concern for other people, and respect for authority are communal values. Anglo societies and Eastern Europe scored among the lowest in respect to collectivism.

When comparing the differences between societies and their level of Power Distance, it was found that Taiwan had a higher level of power distance than the United States. Confucian societies are predisposed by the philosophy to accept high power distance as a fundamental characteristic of an orderly society. Confucian Institutions embody a hierarchical, bureaucratic society, with a patriarchal expectation of loyalty and obedience. Research indicates that the higher power distance within a society is

associated with stronger self-proactive and humane-oriented leadership, and weaker charismatic and participative leadership.

Project GLOBE found that the higher a society's levels of Uncertainty Avoidance, people of that society tend to have a healthier state of mind, stronger scientific process, and governments that support economic activities. Societies that ranked highest on both values and practices of Uncertainty Avoidance are Confucian societies. The higher a societies level of economic prosperity, the less that society endorses the value of Uncertainty Avoidance. Countries with high levels of Uncertainty Avoidance are more technologically developed and successful with basic science research.

Low-Level and High- Level Leaders: Australia and China

The Australian and China study conducted by Casmimir and Waldman uses two sets of Australian managers and two sets of Chinese managers to examine the difference of management levels and their perception of leadership traits (Casimir & Waldman, 2007). The groups separately rated the importance of leadership traits for low-level and high level leaders. Each of the Australian samples was comprised of 42 full-time employees whose jobs ranged from administration, engineering, and finance. The low level sample had 24 males and 18 females, with an average age of 31.6 years and the average work experience of 13 years. The high level sample was made up of 27 males and 15 females with an average age of 38.6 and an average work experience of 18.2 years. The Chinese samples had 122 participants, who worked in administration, advertising, and marketing. The low sample had 51 males and 71 females, with an average age of 35.5 and the average work experience of 15.3 years. The high-level group had 58 males and 64 females, with an average age of 30.8 and the average of their work experience of 9.7 years.

The study measured 18 traits that were obtained from Den Hartog et al. 1999. The participants completed the questionnaire at their workplace on company time either individually, in pairs, or in small groups. The researchers developed and administered a Mandarin version of the questionnaire using back translation. The participants were asked the following question ―in your opinion how important are the following characteristics for an effective low-level leader". The same question was asked in regards to high-level leaders. Participants were then asked to rate the importance of the traits on a five point scale (1=not at all important, 2= a little important, 3=fairly important, 4=very important, and 5= absolute necessary). The researchers interpreted the findings by using a two way multi-variate analysis of variance to find any correlations between the leadership traits and the level of management.

Literature on leadership and the use of leadership traits for low and high level managers showed cross cultural differences exist in traits considered important for effective leadership (Casimir & Waldman, 2007). Casmir and Waldman (2007) indicate that the perceived importance of specific leadership traits are determined partly by culturally indorsed interpersonal norms and partly by the requirements of the leadership role (p.1). Research conducted with Chinese and Australian managers, determined that the various management levels used components of leadership differently (Casimir & Waldman, 2007).

One of the findings from the research was that Chinese managers regarded being modest as very important for effective leaders regardless of the leader's hierarchical level, whereas they regarded being friendly and humorous as more important for low level leaders than for high level leaders. Casimir and Waldman (2005) found that

countries with high power distances like China, managers preferred team based work within the organization with strong control from the supervisor (p.51). Both Australian and Chinese employees regarded it more important for high-level leaders than for low level leaders to be courageous, innovative, inspirational, persuasive, and visionary.

Management

Leaders at different organizational levels have different roles and rely on different mechanisms to transmit values and expectations which impact employee behaviors. ―For instance, top management sets the more global tone for the organization, but it is the immediate supervisors who take this global information, filter, interpret, and implement it for employees" (Mayer, Kuenzi, Greenbaum & Salvador, 2009, p.6). ―Top management conveys the ethical values of the organization and inspires employees to act accordingly" (Grojean, Resick, Dickson, & Smith, 2004, p.230). Due to their proximity to employees and the intimacy of communication with employees, supervisors are most likely to serve as role models. Further, ―their ability to delve out punishments and rewards suggests that supervisors should have the strongest influence on employee behaviors" (Grojean et al. 2004, p.234; Davis & Rothstein, 2006; Falkenberg & Herremans, 1995; Posner & Schmidt, 1984).

Supervisors or direct leaders are the link between top management and employees. Supervisors coordinate daily operations and provide day-to-day direction and mentoring to organizational. Supervisors play a role in determining the degree to which organizational policies are enacted throughout the organization. When ambiguity exists in the policies, the supervisor's personal actions can serve as the standard or model of what behavior is considered appropriate in the organization (Grojean et al. 2004, p.234; Posner & Schmidt, 1984). Supervisors are typically the most direct and immediate judge

of employee behavior and provide coaching, feedback, support, recognition, rewards, and punishments to employees (Mayer et al, 2009, p.5).

Management has a broader impact on the organization as a whole; top management is perceived as having an influence on both immediate supervisors and lower-level employees. However, because immediate supervisors tend to have more proximal and intimate relationships with lower-level employees, the effects that top managers have on employees at the lowest level is realized through the influence they have on managers at the supervisory level (Mayer et al, 2009, p.5). This suggests a mediating role of management through leadership traits as a mechanism by which top management leadership relates to the behaviors of employees.

Research specific to leadership suggests that while leaders in general are a primary influence on individual behavior, the behavior of direct managers and supervisors has the strongest influence across cultures (Davis & Rothstein, 2006; Falkenberg & Herremans, 1995; Posner & Schmidt, 1984). However, how they influence employee behavior will differ. Employees may interact differently with top management and immediate supervisors. (Becker, Billings, Eveleth, & Gilbert, 1996) research supports, that employees interact with their supervisors more often and more intimately than with top management and because of this, the supervisor is more effective than top management in monitoring, rewarding, and influencing employee behavior.

Difference between American and Taiwanese Managers

A cross-cultural study of beliefs in marketing for British and Chinese managers in Hong Kong, Lee (1981) found significant differences between the moral standards of top and middle management (Alves et al., 2005). Middle management tended to be less ethically oriented than top management. Taiwanese personnel at a higher management

level score higher overall for moral judgment than those at a lower management level. Upper management focus less on mutually satisfying outcomes and group harmonization than do middle or lower levels.

Lee's (1981) findings suggest differences between the moral standards of top and middle management. Chinese employees believed that middle management was less leadership oriented than top management. Different levels of management may result in different levels of moral judgment. Even within the same organization, upper level management has a higher concern for ethics. Power distance, to a degree influences different management levels. ―Power distance may relate to the likelihood of subordinates to perform unethical actions in response to a superior's pressure and the code of ethics of their group" (Yan & Hunt, 2007, p.56; Hofstede, 1991). As Taiwanese businesses operate at a higher level of power distance, lower level managers have greater pressure on them to maintain group harmonization rather than their superiors (Lin, 2009)

After examining research on leadership traits and the effects they have on management levels across different cultures I expect to find similarities and differences between the United States and Taiwan. Additionally, I anticipate that lower level managers will place more value on traits that enhance employee morale and feelings of confidence about the organization. Due to their collectivistic culture I project that the Taiwanese participants will value traits that are group oriented. For the American participants I expect them to place more value on traits that are influenced by an individualistic society. Similar traits that I can see both groups sharing are traits that are important to higher level managers that are related to the future and the health of an organization.

Research

      The objectives of the research are to measure the extent to which managers in

Taiwan value leadership traits in comparison to managers in the United States. It is also

intended to see how participants evaluate leadership traits for low-level and high-level

managers. Lastly, the research will look at the perspectives of the low-level and high-

level managers to determine if their perceptions of the ethical leadership traits vary across

management levels.

Chapter Three: Methodology

Research Design

      Descriptive survey research is the design of this study. The purpose of

descriptive survey research is to determine the relationship between the level of

management and the use of leadership traits between Taiwanese and American managers.

Descriptive survey research will explore and describe similarities and differences

between the levels of management.

Subject Selection

      The two populations selected to participate in the research were Taiwanese and

American managers. The purposive, convenience, and snowball recruitment techniques

were the same for both groups. First the purposive technique for contacting personal

contacts was utilized to recruit managers to participate in the research. Contacts made

through personal interaction and internships were contacted through a recruitment email,

see Appendix A. Attached to the recruitment email was a PDF file containing the

consent form, see Appendix B. The snowball approach was used in order to include

more participants into the study. The recruitment email asked initial participants to refer

other managers who might meet the qualifications for the research. A request for

21

referrals of potential participants was employed before the participant responded to the survey in order to eliminate the possibility of bias based on an initial contact's hesitancy to refer someone whom they might feel the survey was inappropriate. The snowball technique was added to help locate more participants in both populations who share similar job duties within the different levels of management of an organization. The convenience sampling technique was chosen to select participants based on personal contacts with managers in Taipei, Taiwan, and for managers in Central Kentucky. If potential participants were found from using the snowball affect, they were sent the recruitment email requesting their voluntary participation in the research. The decision to use three sampling techniques was due to time, money, and the availability of Taiwanese and American managers.

Taiwanese participants were selected from the I.T. industry in Taipei, Taiwan. American managers were selected from the I.T. industry located in Central Kentucky. The United States Department of Commerce (DOC) states that the I.T. industry includes sectors such as radio broadcasting; television broadcasting; office machines (copiers, duplicators, fax machines); laboratory analytical equipment; instruments for manufacturing, testing and measuring electricity; electronic capacitor manufacturing; household audio and video equipment; wired telecommunications carriers; paging equipment; cellular and other wireless communications.

 Criteria for selecting managers for participation in the study were age, language, education, and management experience. Participants were required to be 18 years or older, speak English, have a four year college degree, and work experience as a manager had to be longer than one year.   The minimum age requirement of 18 was used to

eliminate the need for parent consent forms.   English language was needed to simplify the survey instrument so that back translation was unnecessary. The rationale for selecting managers with a four year college education to ensured that the managers participating in the study comprehended surveyed questions and they are able to understand the leadership traits. Meeting the criteria for work experience strengthened the belief that managers selected for the study had sufficient time in their position to grasp the needs for the different levels of management.

A total of 37 managers agreed to participate. The sampling size for the Taiwanese group was N=22 and for the American group was N=15.

Due to the small sample size surveys that were partially answered or did not include demographic information were included in the results.   Participants who failed to complete the survey or asked to be withdrawn were omitted from the research study.

Instrument

The method for conducting the research was to administer a survey in English to both Taiwanese and American managers. The survey was offered to the participants in an online format through a private web-based survey company, Survey Monkey.

Leadership

The survey measured the importance of 29 traits of leadership. Sixteen of the 29 leadership traits were adopted from the GLOBE Project (House et al, 2002; Resick et al, 2006): Bossy, Trust, Sincere, Just, Honest, Generous ,Fraternal ,Compassionate, Modest, Communicative, Confidence builder, Group Orientation, Booster Motive, Team Building, Encouraging, and Moral Arouser.

Effective Leadership

Nine traits were selected for measuring effective leadership; distant, courage, diplomatic, humorous, inspirational, integrating, orderly, participative, and visionary. These traits were obtained from Den Hartog et al. (1999). Project GLOBE (House et al., 2002) and the Casimir & Waldman (2007) study did not measure accountability or respectful traits, therefore no scale dimensions for either trait were available. To evaluate accountability and respectful, the four traits selected were liability, responsibility, consideration, and appreciation. Liability and responsibility were chosen to represent accountability, and the traits consideration and appreciation represented respectful. The four traits were derived from the definition and description of the terms from Merriam Webster's Dictionary. All 29 traits were then implemented into a four section survey.

Manager level

Low-level and high-level management can vary depending on the size of an organization, the tasks they carry out, or level of importance. The survey used in this research has four sections. The first section of the survey asked participants _In your opinion, how important are the following characteristics for an effective low level manager?' Section two asked the same question with reference to high level managers. The responses from sections one and two were rated on importance using a five point scale adopted from Casimir and Waldman. For the third section, the participant was asked to rate the traits on overall management level. Section three responses used the seven point scale adopted from GLOBE to measure the same characteristics used in sections one and two. The fourth section of the instrument was used to determine the demographics of the participants.

Table 3.1 Traits

Project GLOBE Traits	Casimir & Waldman/ Hartog et al Traits	Yang's Traits
Bossy	Courage	Appreciation
Communicative	Distant	Consideration
Compassionate	Diplomatic	Liability
Confidence Builder	Humorous	Responsibility
Encouraging	Inspirational	
Fraternal	Integrating	
Generous	Orderly	
Group Orientation	Participative	
Honest	Visionary	
Just		
Modest		
Morale Booster		
Motive Arouser		
Sincere		
Team Building		
Trust		

2

The selection and combination of sections from past studies was used to expand the research of leadership traits across countries. The research conducted by Casimir and Waldman used characteristics of leadership traits. Characteristics of leadership adopted from GLOBE were selected to expand on the research of Casimir and Waldman by looking at the leadership traits from the perspective of low, middle, and high level managers. The characteristics of leadership used by the GLOBE Project and the questions designed by Casimir and Waldman for low level and high level managers were combined to gain a better understanding of how the perception of leadership varies across managerial positions in Taiwan and United States.

---

[2] Added traits were used to represent Accountability and Respectful

Data Collection

     Data were automatically collected and kept confidential through Survey Monkey's encryption software which secured information. An online format was used to protect the participant's identity and privacy, while also giving the participant the flexibility to complete the survey from any computer via internet connection. The online format ensured the were safely transported and secured onto an encrypted server. To protect the participant's confidentiality, the consent form, contact information, and data was keep separate from each other at all times.

Chapter Four: Findings

Data Analysis

     Descriptive statistics were used to compare and contrast Taiwanese and American participants across leadership traits. Exploratory factor analyses of scale dimensions were conducted to compare factor solutions for dimensions of leadership with previous comparable research studies. To replicate previous research the use of a three way (country ×leader - level× characteristics) multi-variate analysis of variance was used to interpret the data results.

Characteristics of Participants

     Examining the characteristics of participants can determine why and to what extent these managers believe in leadership traits and the importance seen from various management levels. Information such as someone's educational background or the previous countries that one has lived can shape and influence the way that person acts and thinks.

     The Taiwanese group average age was 48.3 with a minimum of 39 years old and a maximum of 70 years old. Of the Taiwanese participants there were a total of 17 males

and four females, all of which indicated that they were from Taiwan. Participants'

average years living in their current country of residence was 40.7 years. Out of the 22

people who participated in the research study, 12 indicated that they lived in other

countries such as the United States, Hong Kong, China, Australia, and Holland. When

participants were asked to identify their ethnic background, all participants indicated that

they were Chinese. When asked if they had a religious affiliation, four participants or

20% indicated that they have a religious affiliation. Sixteen or 80% of participants

answered that they did not have a religious affiliation, while the remaining two

participants skipped the question entirely. The four participants who indicated they did

have a religious affiliation answered that they practiced Buddhism.

The Taiwanese group on average has 22.75 years (maximum 50 years, minimum

12 years) of work experience. They have an average of 17.2 years of management

experience (max 40 years, min 7 years). Out of the participants 15 or 75% worked for

multinational corporations while the other five or 25% of participants had not worked for

a Multinational corporation.

The Taiwanese participants indicated that they had on average a total of 17.5

years of formal education with the minimum of 13 years and the maximum of 23 years.

Four participants listed that they had western management training, while the remaining

20 had not received western management training.

Taiwanese participant's had an average of 5.75 people who reported directly to

them. On average 320.8 people worked in the subunit of the organization for the

participants. The different levels of management had an average of 1.9 levels between

the participants and their Chief Executive Officer with an average of 2.75 levels between

the participants and their non-supervisory personnel. The average age for Low-level managers was 50.2 years old, while the average age for High-level managers was 52.6. In addition participants were asked to indicate the type of language used within their work place. Eleven participants indicated that they used both English and Mandarin, seven participants used only Mandarin, while two participants used only English in their work place.

The average age of the American managers was 47.2 years old with a minimum of 31 years old and a maximum of 65 years old. Of the 15 participants, 12 were male and three were female, one person left their answer empty. When asked about the country in which the participants were born , 10 answered the United States, one in Taiwan, two in Israel, and one participant in Canada. Participants' average years living in their current country of residence was 39.79 years. Six of the participants answered they lived in other countries, for a total of nine countries. When asked to identify their ethnic background, nine people answered Caucasian, two Chinese, two English/Irish, one African American, and one Jewish. Sixty percent or nine participants indicated they had a religious affiliation, while 40 % or six participants indicated they did not have a religious affiliation. Of those participants who answered yes to having a religious affiliation, one person was a Baptist, two were Christians, one was Jewish, one practiced Judaism, one was Methodist, one was from the Reformed Church of America, and two participants were Roman Catholics.

The average work experience for the American participants was 26.33 years with a maximum of 44 years and a minimum of 10 years. The average management experience for the American participants was 16.20 years with a maximum of 30 years

and a minimum of four years. The average person worked 11.40 years for their current employer. Of the American participants 66.7% or 10 people worked for a multinational corporation while 33.3% or 5 people had not worked for a multinational corporation.

American participants had an average of 13.93 years of formal education. Sixty percent or nine participants said they have received training in western management practices, while six indicated that they had not received training in western management practices.

The American participant's had an average 30.36 people who report directly to them with an average of 100.25 people who worked in the subunit of the organization. The number of levels between the CEO and the participants had an average 2.07 levels. The average number of levels between the participants and their non supervisory personnel was 1.14 levels. The average age for the Low-Level managers in the American group was 47.08, while the average age for High-level managers was 52.6. Twelve participants spoke English within their organization, one participant used English and Hebrew, and two people used both English and Mandarin.

Important Leadership Traits for Levels of Management

Comparing the responses from the Taiwanese and American participants the findings from Table 4.2 suggest little variance between the importance of traits for low-level managers. Data showed a noteworthy difference for the trait ―Trust‖ and its importance for low-level managers. The trait ―Trust‖ had a difference of mean scores. The American participants ranked the trait ―Trust‖ for low-level (4.35) higher than the Taiwanese participants (3.85). The Taiwanese participants (4.71) rated the trait ―Honest‖ higher than the Americans (4.29). The trait ―Participative‖ was rated higher by the American participants (2.75) than for the Taiwanese participants (2.04)

Table 4.2
Importance of Leadership Traits for Low-Level Managers Assessed by Taiwanese and American IT Manager *

	Taiwanese		American			
Trait	M	SD	M	SD	F	Sig
Trust	3.85	.358	4.35	.701	7.95	.008
Sincere	4.28	.643	4.17	.882	.194	.662
Just	3.90	.995	4.17	.808	.825	.370
Honest	4.71	.560	4.29	.685	4.32	.045
Generous	3.66	.966	3.35	.996	.963	.333
Fraternal	3.19	.813	2.82	1.23	1.20	.279
Compassionate	3.66	.966	3.52	.943	.194	.663
Modest	3.61	1.02	3.41	.795	.468	.498
Communicative	4.19	.872	4.35	.606	.423	.520
Confidence Builder	3.80	.872	4.00	.790	.486	.490
Group Orientation	3.61	.864	3.94	.826	1.35	.252
Motive Arouser	3.90	.768	4.00	.816	.132	.718
Team Building	4.19	.872	4.00	1.03	.369	.547
Liability	4.19	.928	3.68	1.13	2.19	.148
Encouraging	3.76	.700	4.06	.853	1.38	.247
Morale Booster	3.61	.804	4.00	.894	1.84	.183
Responsibility	4.19	.928	4.43	.629	.837	.367
Bossy	2.00	.794	1.68	.873	1.25	.270
Distant	1.76	1.04	1.43	.727	1.12	.296
Courage	3.52	.813	4.00	.894	2.85	.100
Diplomatic	3.38	.920	3.81	.834	2.16	.150
Humorous	2.85	1.06	3.31	.946	1.83	.185
Inspirational	3.28	1.10	3.62	.957	.962	.333
Integrating	3.57	.978	4.00	.894	1.87	.180
Orderly	3.76	.830	3.56	.813	.532	.471
Participative	2.04	.920	2.75	1.183	4.13	.050
Visionary	3.28	1.00	3.62	1.147	.914	.346
Consideration	3.47	1.03	4.06	.853	3.39	.074
Appreciation	3.95	.804	3.93	1.062	.002	.962

*Table compares Section 1 responses from the Taiwanese and American groups. Section1 ask participants to rate the importance of each characteristic for low-level managers.

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%

When traits were rated in terms of high level managers, Table 4.3 reports two traits that differed greatly between groups and one trait that was the same. The first trait "Liability" was rated higher by the Taiwanese participants (4.33) as compared to the American participants (3.46). The second trait "Bossy" was rated by both groups as low in terms of importance to high level managers but more important for high-level managers than for low-level managers. The trait "Compassionate" was shared by the groups with the same mean of 3.66. The groups rated the trait as slightly important for high-level managers.

Table 4.3
Importance of Leadership Traits for High-Level Managers Assessed by Taiwanese and American IT Manager *

	Taiwanese		American			
Trait	M	SD	M	SD	F	Sig
Trust	4.57	.676	4.66	.487	.216	.645
Sincere	4.42	.810	4.46	.639	.023	.881
Just	4.14	.853	4.20	.676	.046	.831
Honest	4.47	.601	4.20	.774	.451	.237
Generous	3.95	.864	3.66	.723	.090	.304
Fraternal	2.95	.864	2.46	1.18	.023	.164
Compassionate	3.66	1.06	3.66	.816	.000	.000
Modest	3.57	1.02	3.26	.703	.984	.328
Communicative	4.19	.813	4.40	.507	.776	.385
Confidence Builder	4.28	.902	4.60	.507	.478	.233
Group Orientation	4.23	.830	4.13	.833	.139	.712
Motive Arouser	4.28	.783	4.26	.798	.005	.944
Team Building	4.52	.601	4.33	.723	.741	.395
Liability	4.33	.730	3.46	1.18	.351	.010
Encouraging	4.14	.853	4.00	.925	.228	.636
Morale Booster	4.38	.589	4.26	.703	.280	.600
Responsibility	4.61	.669	4.42	.755	.614	.439
Bossy	2.76	1.13	2.00	.755	.108	.030
Distant	2.42	.978	1.86	.833	.253	.080
Courage	4.04	.864	4.13	.990	.076	.784
Diplomatic	3.90	.943	4.00	1.06	.080	.779
Humorous	3.28	1.05	3.06	1.09	.364	.550
Inspirational	4.14	.727	4.00	.755	.327	.571
Integrating	4.42	.676	4.26	.457	.646	.427
Orderly	3.80	.813	3.73	.703	.086	.772
Participative	2.57	1.02	2.66	1.17	.067	.798
Visionary	4.57	.746	4.60	.632	.015	.905
Consideration	4.14	.654	4.13	.915	.001	.971
Appreciation	4.38	.740	4.26	.798	.195	.661

*Table compares Section 2 responses from the Taiwanese and American groups. Section 2 asks participants to rate the importance of each characteristic for high-level managers.

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%

Findings from Table 4.4 found three traits that were different in terms of importance for any level of manager. The trait ―Liability‖ was rated as very important by the Taiwanese participants with a mean of 6.04 compared to the American participants with a mean of 4.78. The trait ―Bossy‖ was ranked low by both groups. The Taiwanese participants rated ―Bossy‖ with a mean score of 3.57 as more important for overall level of management (Sect 3) than the American participants mean score of 2.14. American participants found the trait ―Diplomatic‖ more important for overall management level with mean of 6.28 than the Taiwanese participants who had a mean of 5.38. When it came to anyone's management level the trait ―Orderly‖ was rated equally important for both groups who shared a mean score of 5.57.

Table 4.4
Importance of Leadership Traits for Managers at any Level Assessed by Taiwanese and American Managers *

	Taiwanese		American			
Trait	M	SD	M	SD	F	Sig
Trust	6.28	1.14	6.78	.578	2.26	.142
Sincere	5.95	1.11	6.57	.513	3.74	.062
Just	5.85	1.15	6.35	.744	2.05	.161
Honest	6.33	1.01	6.50	.650	.294	.591
Generous	5.28	1.38	5.57	1.28	.379	.542
Fraternal	4.66	1.19	4.57	1.69	.038	.847
Compassionate	5.66	1.15	5.78	1.05	.096	.759
Modest	5.14	1.23	5.21	1.47	.024	.878
Communicative	6.23	.538	6.50	.518	2.04	.162
Confidence	6.33	.658	6.35	.744	.010	.921
Group Orientation	5.80	.928	5.92	1.07	.122	.729
Motive Arouser	5.95	1.20	6.35	.744	.256	.271
Team Building	6.09	1.17	6.35	.633	.576	.453
Liability	6.04	1.39	4.78	1.52	6.36	.017
Encouraging	5.95	1.28	6.00	.877	.015	.904
Morale Booster	6.23	.700	6.14	.864	.129	.722
Responsibility	6.09	1.09	6.35	1.08	.487	.490
Bossy	3.57	1.59	2.14	1.16	8.21	.007
Distant	2.66	1.27	2.07	1.20	1.90	.177
Courage	5.42	1.24	5.85	1.40	.895	.351
Diplomatic	5.38	.920	6.28	.726	9.53	.004
Humorous	4.61	1.28	4.75	1.71	.062	.805
Inspirational	5.80	.813	6.00	1.24	.303	.586
Integrating	5.95	.920	6.15	.688	.461	.502
Orderly	5.57	1.02	5.57	1.01	.000	1.00
Participative	3.20	1.67	4.14	2.07	2.15	.152
Visionary	5.95	1.59	6.46	.833	1.29	.263
Consideration	5.61	1.24	5.78	1.31	.144	.706
Appreciation	6.09	1.09	6.06	1.03	.006	.937

*Table compares Section 3 responses from the Taiwanese and American groups. Section 3 ask participants to rate the importance of each characteristic for some one's overall management level

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%

Examining Responses from the Same Group

When comparing the findings from sections one and two for the American responses table 4.5, similarities and differences were found within the same group. Research showed that the American group perceived the trait ―Confidence Builder‖ as more important for higher level managers (4.60) compared to lower level managers (4.00). The American group rated ―Visionary‖ as more being important for lower level managers with mean score of 3.56 to high level managers with a mean score of 2.66.

Table 4.5
Importance of Leadership Traits for Low and High-Level Managers Assessed by American Managers *

American Managers

Section 1   Section 2

Trait	M	SD	M	SD	F	Sig
Trust	4.35	.701	4.66	.487	2.61	.117
Sincere	4.17	.882	4.46	.639	1.49	.231
Just	4.17	.808	4.20	.676	.078	.782
Honest	4.29	.685	4.20	.774	.036	.850
Generous	3.35	.996	3.66	.723	1.91	.177
Fraternal	2.82	1.23	2.46	1.18	.280	.601
Compassionate	3.52	.943	3.66	.816	.554	.463
Modest	3.41	.795	3.26	.703	.033	.858
Communicative	4.35	.606	4.40	.507	.190	.666
Confidence Builder	4.00	.790	4.60	.507	7.86	.009
Group Orientation	3.94	.826	4.13	.833	.769	.388
Motive Arouser	4.00	.816	4.26	.798	.843	.366
Team Building	4.00	1.03	4.33	.723	1.06	.310
Liability	3.68	1.13	3.46	1.18	.280	.601
Encouraging	4.06	.853	4.00	.925	.038	.846
Morale Booster	4.00	.894	4.26	.703	.843	.366
Responsibility	4.43	.629	4.42	.755	.001	.972
Bossy	1.68	.873	2.00	.755	1.12	.297
Distant	1.43	.727	1.86	.833	2.34	.137
Courage	4.00	.894	4.13	.990	.155	.697
Diplomatic	1.43	.727	4.00	1.06	.299	.589
Humorous	4.00	.894	3.06	1.09	.447	.509
Inspirational	3.81	.834	4.00	.755	1.45	.238
Integrating	3.31	.946	4.26	.457	1.06	.310
Orderly	3.62	.957	3.73	.703	.388	.538
Participative	4.00	.894	3.73	.703	.039	.846
Visionary	3.56	.813	2.66	1.17	8.41	.007
Consideration	2.75	1.18	4.60	.632	.050	.825
Appreciation	3.62	1.14	4.13	.915	.940	.340

*Table compares each of the American participants responses for Section 1(low-level) & Section 2 (high-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%

The Taiwanese survey results reported by Table 4.6 reveal more differences of desirable leadership characteristics for the two management levels. ―Group Orientation" was more important for higher level managers (4.23) than for low level managers (3.61). ―Morale Booster" was rated as important for all levels of management but was rated more important for higher level managers (4.38) than for lower level managers (3.61). The trait ―Bossy" was rated slightly important for both management levels. ―Distant" was rated low for both management levels but was more important to higher level managers (2.42). ―Inspirational" was rated as more important for higher level managers (4.14) but was also important for low level managers (3.38) just not to the same degree. Employees rated the trait ―Integrating" more important for higher level managers (4.26) than for lower level managers (3.31). ―Consideration" was found to differ between management levels with participants rating it more important for high level managers (4.60) than for lower level (2.75). Employees rated ―Consideration" more important for higher level managers than for lower level managers due to the possibility of the manager acting as a guiding figure within the organization. The traits ―Compassionate", ―Communicative", ―Confidence builder" and ―Participative" showed no differences in the level of importance for various management levels therefore they were equally important across management levels.

Table 4.6
Importance of Leadership Traits for Low and High-Level Managers Assessed by
Taiwanese Managers group *

Taiwanese Managers
Section 1   Section 2

Trait	M	SD	M	SD	F	Sig
Trust	3.85	.358	4.57	.676	18.2	.000
Sincere	4.28	6.43	4.42	.810	.400	.531
Just	3.90	.995	4.14	.853	.693	.410
Honest	4.71	.560	4.47	.601	1.76	.192
Generous	3.66	.966	3.95	.864	1.02	.319
Fraternal	3.19	.813	2.95	.864	.845	.364
Compassionate	3.66	.966	3.66	1.06	.000	1.00
Modest	3.61	1.02	3.57	1.02	.023	.881
Communicative	4.19	.872	4.19	.813	.000	1.00
Confidence Builder	3.80	.872	4.28	.902	3.02	.090
Group Orientation	3.61	.864	4.23	.830	5.59	.023
Motive Arouser	3.90	.768	4.28	.783	2.53	.120
Team Building	4.19	.872	4.52	.601	2.07	.157
Liability	4.19	.928	4.33	.730	.307	.583
Encouraging	3.76	.700	4.14	.853	2.50	.122
Morale Booster	3.61	.804	4.38	.589	12.2	.001
Responsibility	4.19	.928	4.61	.669	2.94	.094
Bossy	2.00	.794	2.76	1.13	6.13	.018
Distant	1.76	1.04	2.42	.978	4.55	.039
Courage	3.52	.813	4.04	.864	4.08	.050
Diplomatic	1.76	1.04	3.90	.943	3.31	.076
Humorous	3.52	.813	3.28	1.05	1.72	.197
Inspirational	3.38	.920	4.14	.727	8.85	.005
Integrating	2.85	1.06	4.42	.676	10.9	.002
Orderly	3.28	1.10	3.80	.813	.035	.852
Participative	3.57	.978	3.80	.813	3.02	.090
Visionary	3.76	.830	2.57	1.02	22.0	.000
Consideration	2.04	.920	4.57	.746	6.26	.017
Appreciation	3.28	1.00	4.14	.654	3.22	.080

*Table compares each of the Taiwanese participant's responses for Section 1(low-level) &
Section 2 (high-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%

Examining Desired Leadership Traits by Management Level

Examining how managers at different levels use leadership traits give insight into different management skills to use across the two cultures. The study conducted by Oshagbemi and Gill (2004) examined the leadership styles and behavior of managers across hierarchical levels to see whether or not the styles and behavior were similar. To gather data on differences in the leadership styles and behavior of managers across hierarchical levels the questionnaire asked respondents to indicate where they belong within their organization in the following classification: top management, senior management, middle management, first-level management and non-management. Researcher Chieh-Yu Lin (2009) took a different approach when finding managers across different levels. Managers from various departments of the 500 largest firms in Taiwan took part in the study. A packet containing three questionnaires was mailed to the head of the department for each company. The high level manager was asked to fill out one questionnaire and pass the other two to personnel who represented middle and lower management levels within the company.

Samuel KC Chang's (1985) research looked at the difference between managers within American and Taiwanese companies. Chang collected findings from high, middle, and low level managers by his distribution of the questionnaires. The questionnaires were distributed to 410 managers at the top, middle, and first level management from 70 companies listed from the Members of the American Chamber of Commerce in Taiwan (US owned firms and joint ventures in Taiwan). Chang (1985) found difference in the basic value systems, as with American "issue-orientation" or "individual-orientation" versus Chinese "person-orientation" or "family-orientation," cross-cultural or interracial socialization among management.

The use of the snowball technique to contact participants limited the ability to obtain a balanced stratified sample by management level. Adopting the instrument used in the research by Project GLOBE and combining it with the instrument of Casmir and Waldman created a unique method of differentiating between the levels of management.

One study similar in setup and design was a study conducted by Schminke, Cropanzano, and Rupp (2002). Their research looked at the organizational structure and the perceptions from the different organizational levels in term of fairness. Each survey packet began with instructions and demographic information (age, sex, tenure, etc.), followed by several instruments that assessed the structural characteristics of the participant's organization and his or her perceptions of organizational fairness. The location of the department within the organizational hierarchy was measured as the number of levels between the top organizational level (president or CEO) and the participating department. This number was than reverse coded in the analyses so that a higher number reflected a higher level in the organization.
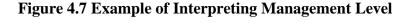
The research study asked managers at different levels to rate their perception of the importance of leadership traits for different management levels. For the purpose of the research study and for more data analysis, researchers needed to distinguish how the study was going to group the managers into high-level or low-level management positions. Due to adopting the survey used in the Project GLOBE study, the research had to use questions that were already in place to distinguish management level. The two questions that were used to determine a participant's management level was 4-23 and 4-24. The first question asked participants to rate how many levels were between them and their Chief Executive Office (CEO). The second question asked the participants to
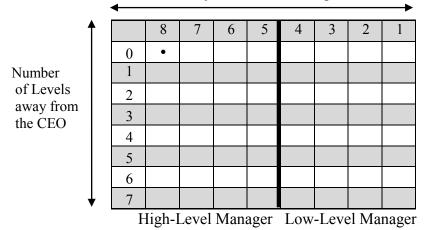
rate how many levels were between them and their non supervisory personnel. Research distinguished the participant's management level by creating a table and marking how far they fall from their top management level within their company and from the entry level position. After collecting and analyzing data, the responses from questions 4-23 and 4-24 are put into a table.

<u>Interpreting Management Level</u>

Figure 4.7 will be used to describe how each participant was classified as a low-level or high-level manager. At the top of the table running on the vertical axis is the numeric label starting from the top with the number 8 down to the bottom ending with 0, which asked the participants to specify the number of levels they were from their CEO. Horizontally is the numeric label starting from the right hand side with the number 1 through the number 8, which asks the participant to specify how many levels are between them and their non-supervisory personnel. Each bullet point represents a participant. To the right of the red line indicates that each participant (bullet point) is a lower-level manager, anything to the left of the red line indicates that a participant is a high-level manager.

To interpret the figure that defines the participant's management level, I will use example Figure 4.7 to explain how to read the figure. Start by finding the bullet point that represents a participant. Once you have found a bullet point, look to the left hand side of the column (the number 0) and crosstab it with the numeric value above the bullet point (in this case the number). What this example is telling us is that this person is zero levels away from their CEO while being eight levels away from Non-Supervisory Personnel, meaning that this person is a higher level manager.
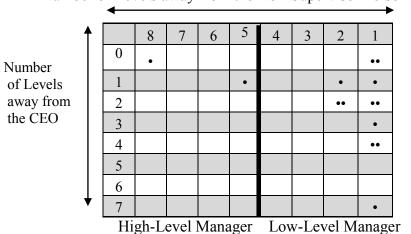
Figure 4.7 Example of Interpreting Management Level

Number of Levels away from the Non-Supervisor Personnel

	8	7	6	5	4	3	2	1
0	•							
1								
2								
3								
4								
5								
6								
7								

Number of Levels away from the CEO

High-Level Manager   Low-Level Manager

Figures 4.8 and 4.9 show the classification of participants into management levels for the American and Taiwanese samples. One seventh or 14% of the American managers are High-Level managers. The rest of the American managers, 86% are low level managers. The Taiwanese managers have o 25% High-Level managers and 75% low level managers. The data informs us that there are 11% more participants who are High-Level Taiwanese managers than there are High-Level American managers. The American participants had 11% more Low-Level managers complete the survey than the Taiwanese survey group.
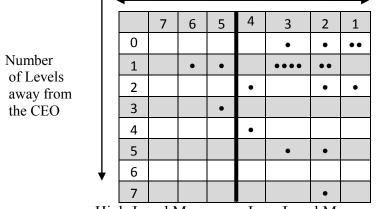
Figure 4.8

American Management Level

Number of Levels away from the Non-Supervisor Personnel

Number of Levels away from the CEO

	8	7	6	5	4	3	2	1
0	•							••
1				•			•	•
2							••	••
3								•
4								••
5								
6								
7								•

High-Level Manager   Low-Level Manager

Figure 4.9

Taiwanese Management Level

Number of Levels away from their Non-Supervisor Personnel

Number of Levels away from the CEO

	7	6	5	4	3	2	1
0					•	•	••
1		•	•		••••	••	
2				•		•	•
3			•				
4				•			
5					•	•	
6							
7						•	

High-Level Managers   Low-Level Managers

Types of Units Participants Manage

Question 4-22 asked participants to identify the type of unit with their IT organization that they manage. There were eleven different categories that each participant could select. Respondents could select more than one category if it applied to their management duties. Listed in alphabetical order were the eleven different units, 1st Administration, 2nd Engineering, Manufacturing, or Production, 3rd Finance or Accounting, 4th Human Resource Management or Personnel Management, 5th Marketing, 6th Planning, 7th Purchasing, 8th Research and Development, 9th Sales, 10th Support Service, and the 11th being Other.

The objective of using a question to identify the type of units that participants manage was to certain whether responses collected were from a wide range of the Information Technology industry. This was to help insure the same perspective was not gained from someone who manages the same unit such as Marketing or Sales.

Figures 4.10 and 4.11 reveal that participants in this research study manage from a variety of job types within the Information Technology industry. Comparing the Low-Level managers from United States to the Low-Level managers of the Taiwanese managers we can see that we get at least one or more perspectives from each of the eleven different job categories. Comparing the job categories for High-Level managers we were able to see that we did not get a lot of perspectives from the High-Level managers from the American as compared with the Taiwanese managers who had responses from every job category except for finance or accounting. This suggests that we may not gain as broad a perspective from the High-Level managers from the American group.

44

Figure 4.10 Job Categories (American)

American Managers	Low-Level	High-Level
Administration	6	
Engineering, Manufacturing, or Production	6	
Finance or Accounting	2	
Human Resource Management or Personnel Management	4	1
Marketing	1	1
Planning	3	
Purchasing	3	
Research & Development	1	
Sales	2	1
Support Service	4	
Other	1.) Education	2.) Information Technology

Figure 4.11 Job Categories (Taiwanese)

Taiwanese Managers	Low-Level	High-Level
Administration	6	1
Engineering, Manufacturing, or Production	1	1
Finance or Accounting	2	
Human Resource Management or Personnel Management	1	1
Marketing	6	3
Planning	6	2
Purchasing	1	2
Research & Development	3	1
Sales	10	4
Support Service	2	1
Other	1.) Board of Director	

Figure 4.12 Job Categories with Management Level

Low-Level Comparison	American Managers	Taiwanese Managers
Administration	6	6
Engineering, Manufacturing, or Production	6	1
Finance or Accounting	2	2
Human Resource Management or Personnel Management	4	1
Marketing	1	6
Planning	3	6
Purchasing	3	1
Research & Development	1	3
Sales	2	10
Support Service	4	2
Other	1.Education 2.Information Technology	1.Board of Director

High-Level Comparison	American Managers	Taiwan Managers
Administration		1
Engineering, Manufacturing, or Production		1
Finance or Accounting		
Human Resource Management or Personnel Management	1	1
Marketing	1	3
Planning		2
Purchasing		2
Research & Development		1
Sales	1	4
Support Service		1
Other	1.Education 2. Information Technology	1. Board of Director

Perspective from Low-Level and High-Level Managers

   Participants' management levels were determined by collecting the data from the survey responses to questions 4-23 and 4-24. After the participants were grouped into their rightful management levels their responses were compared to determine if the importance of the traits varied by management level.   The trait ―Consideration‖ rated by the lower-level American managers was rated as more important for lower level American managers (3.92) than the low-level Taiwanese managers (3.07). The traits ―Sincere‖, ―Distant‖, and ―Appreciation‖ were rated as equally important for both low-level American and Taiwanese managers.

Table 4.13

Importance of Leadership Traits for Low-Level Managers as Assessed by Low-Level American and Taiwanese Mangers

American LL   Taiwanese LL

Trait	M	SD	M	SD	F	Sig
Trust	4.31	.751	4.07	.616	.804	.378
Sincere	4.23	.927	4.29	.611	.034	.856
Just	4.23	.832	3.64	1.08	2.70	.112
Honest	4.23	.725	4.71	.611	3.52	.072
Generous	3.38	1.04	3.50	.855	.099	.755
Fraternal	3.00	1.29	2.86	.663	.134	.718
Compassionate	3.46	.967	3.36	.929	.082	.777
Modest	3.54	.776	3.14	.864	1.55	.224
Communicative	4.23	.599	4.00	.961	.550	.465
Confidence Builder	3.85	.801	3.50	.760	1.32	.260
Group Orientation	3.77	.832	3.50	.941	.617	.440
Motive Arouser	3.85	.801	3.57	.852	.743	.397
Team Building	3.77	1.01	3.93	.917	.184	.672
Liability	3.62	1.19	3.93	.829	.636	.433
Encouraging	3.92	.862	3.50	.650	2.09	.161
Morale Booster	3.85	.899	3.50	.760	1.17	.289
Responsibility	4.08	1.18	3.93	.997	.124	.727
Bossy	1.77	.927	2.29	1.06	1.78	.193
Distant	1.85	1.14	1.86	1.02	0.01	.979
Courage	3.92	.862	3.21	.975	3.97	.057
Diplomatic	3.62	1.04	3.00	.679	3.34	.079
Humorous	3.00	.913	2.43	.756	3.15	.088
Inspirational	3.69	1.03	3.00	.784	3.89	.060
Integrating	3.92	.954	3.36	1.08	2.23	.147
Orderly	3.23	.927	3.50	.760	.686	.415
Participative	2.92	1.18	2.29	.914	2.46	.129
Visionary	3.54	1.19	2.79	.893	3.46	.075
Consideration	3.92	.862	3.07	.917	6.15	.020
Appreciation	3.62	1.04	3.64	.633	.007	.934

*Table compares low-level Taiwanese and low-level American manager's responses for Section 1 (low-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%
LL= Lower Level Manager

Looking at table 4.14, the American low-level managers rated "Confidence builder" as more important for the high-level managers (4.61) than the Taiwanese low-level managers (4.00). Low-level Taiwanese managers found "Distant" to be more important for higher level managers (2.42) than the American low-level managers (1.76). There were traits that both groups thought were important for high-level managers. The traits "Group Orientation", "Morale Booster", "Humorous", and "Integrating" all shared similar mean scores.

Table 4.14
Importance of Leadership Traits for High-Level Managers as Assessed by Low-Level American and Taiwanese Mangers

American LL   Taiwanese LL

Trait	M	SD	M	SD	F	Sig
Trust	4.61	.506	4.42	.755	.560	.461
Sincere	4.46	.660	4.28	.913	.324	.574
Just	4.23	.599	3.85	.864	1.67	.207
Honest	4.15	.800	4.35	.633	.540	.469
Generous	3.76	.725	3.57	.755	.480	.495
Fraternal	2.46	1.12	2.71	.726	.487	.492
Compassionate	3.53	.776	3.35	1.00	.271	.607
Modest	3.23	.725	3.28	.913	.030	.865
Communicative	4.30	.480	4.00	.877	1.24	.274
Confidence Builder	4.61	.506	4.00	.960	4.23	.050
Group Orientation	4.07	.862	4.07	.916	.000	.987
Motive Arouser	4.23	.832	4.07	.828	.248	.623
Team Building	4.25	.753	4.50	.650	.825	.373
Liability	3.53	1.26	4.21	.801	2.79	.107
Encouraging	3.92	.954	3.85	.864	.035	.852
Morale Booster	4.23	.725	4.21	.578	.004	.948
Responsibility	4.33	.778	4.50	.759	.304	.586
Bossy	2.00	.816	2.64	1.15	2.76	.109
Distant	1.76	.832	2.42	.755	4.65	.041
Courage	4.15	.987	3.71	.825	1.58	.220
Diplomatic	4.00	1.08	3.64	.928	.852	.365
Humorous	2.92	1.03	2.92	.916	.000	.988
Inspirational	4.00	.707	3.85	.662	.294	.593
Integrating	4.23	.438	4.21	.699	.005	.943
Orderly	3.69	.751	3.57	.755	.173	.681
Participative	2.69	1.25	2.78	.892	.050	.824
Visionary	4.61	.650	4.35	.841	.786	.384
Consideration	4.07	.954	3.92	.615	.234	.633
Appreciation	4.15	.800	4.21	.801	.038	.846

*Table compares low-level Taiwanese and low-level American manager's responses for Section 2 (high-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%
LL= Lower Level Manager

When responses were analyzed for the higher level American and Taiwanese managers, fewer differences were found between the groups' higher level managers as compared to the lower-level managers, see table 4.15. Looking at the high-level manager's perception of importance for lower level managers there was not a significant difference between the groups perception of importance for the 29 traits. The one trait worth noting is ―Humorous‖ which showed to be equally important for both groups with a mean score of 4.0.

Table 4.15
Importance of Leadership Traits for Low-Level Managers as Assessed by High-Level American and Taiwanese Mangers

American HL   Taiwanese HL

Trait	M	SD	M	SD	F	Sig
Trust	5.00	.000	4.40	.894	.804	.411
Sincere	4.50	.707	4.20	.836	.195	.677
Just	4.00	1.41	4.20	.836	.060	.817
Honest	4.50	.707	4.60	.547	.042	.846
Generous	3.50	.707	4.00	1.00	.397	.556
Fraternal	2.00	1.41	3.80	.836	4.82	.080
Compassionate	4.50	.707	4.20	.836	.195	.677
Modest	3.50	.707	4.40	.547	3.40	.124
Communicative	5.00	.000	4.60	.547	.952	.374
Confidence Builder	4.50	.707	4.40	.894	.019	.895
Group Orientation	4.50	.707	4.00	.707	.714	.437
Motive Arouser	4.50	.707	4.40	.547	.042	.846
Team Building	5.00	.000	4.80	.447	.357	.576
Liability	4.00	1.41	4.80	.447	1.63	.257
Encouraging	4.50	.707	4.00	1.00	.397	.556
Morale Booster	4.50	.707	3.80	.836	1.06	.350
Responsibility	4.50	.707	4.60	.547	.042	.846
Bossy	1.50	.707	2.20	.836	1.06	.350
Distant	3.50	2.12	2.20	1.64	.789	.415
Courage	3.50	.707	3.60	.894	.019	.895
Diplomatic	4.50	.707	4.00	1.00	.397	.556
Humorous	4.00	.000	4.00	1.41	.000	1.00
Inspirational	3.50	.707	3.20	1.48	.069	.803
Integrating	4.50	.707	4.00	1.00	.397	.556
Orderly	4.00	1.41	4.20	.836	.060	.817
Participative	4.50	.707	2.40	1.51	3.24	.131
Visionary	4.00	1.41	4.20	.836	.060	.817
Consideration	4.50	.707	4.40	.894	.019	.895
Appreciation	5.00	.000	4.40	.894	.804	.411

*Table compares high-level Taiwanese and high-level American manager's responses for Section 1 (low-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%
HL= Higher Level Manager

Referring to table 4.16 it was determined that higher level Taiwanese managers found ―Generous‖ to be more important for higher-level managers (4.60) than American high-level managers (3.0). The higher level Taiwanese managers found ―Liability‖ to be more important for higher level manager's (4.40) than high-level American managers (3.00).

Table 4.16
Importance of Leadership Traits for High-Level Managers as Assessed by High-Level American and Taiwanese Mangers

American HL   Taiwanese HL

Trait	M	SD	M	SD	F	Sig
Trust	5.00	.000	4.80	.447	.357	.576
Sincere	4.50	.707	4.60	.548	.042	.846
Just	4.00	1.41	4.60	.548	.804	.411
Honest	4.50	.707	4.60	.548	.042	.846
Generous	3.00	.000	4.60	.548	15.2	.011
Fraternal	2.50	2.12	3.60	.894	1.12	.338
Compassionate	4.50	.707	4.40	.894	.019	.895
Modest	3.50	.707	4.20	1.09	.660	.453
Communicative	5.00	.000	4.60	.548	.952	.374
Confidence Builder	4.50	.707	4.80	.447	.495	.513
Group Orientation	4.50	.707	4.60	.548	.042	.846
Motive Arouser	4.50	.707	4.60	.548	.042	.846
Team Building	4.50	.707	4.60	.548	.042	.846
Liability	3.00	.000	4.40	.548	11.6	.019
Encouraging	4.50	.707	4.60	.548	.042	.846
Morale Booster	4.50	.707	4.60	.548	.042	.846
Responsibility	5.00	.000	4.80	.447	.357	.576
Bossy	2.00	.000	3.00	1.22	1.19	.325
Distant	2.50	.707	2.80	1.48	.069	.803
Courage	4.00	1.41	4.60	.548	.804	.411
Diplomatic	4.00	1.41	4.20	.837	.060	.817
Humorous	4.00	1.41	4.00	1.00	.000	1.00
Inspirational	4.00	1.41	4.60	.548	.804	.411
Integrating	4.50	.707	4.80	.447	.495	.513
Orderly	4.00	.000	4.20	.837	.102	.762
Participative	3.00	.000	3.20	1.48	.032	.864
Visionary	4.50	.707	4.20	1.78	.048	.835
Consideration	4.50	.707	4.60	.548	.042	.846
Appreciation	5.00	.000	4.60	.548	.952	.374

*Table compares high-level Taiwanese and high-level American manager's responses for Section 2 (high-level)

M= Mean
SD=Standard Deviation
F=F-Stat
Sig= Significance level at 95%
HL= Higher Level Manager

Discussion

The three objectives of this study were to measure and compare the extent to which Taiwanese and American participants value the 29 traits of leadership, how low-level and high-level managers ranked the traits, and the perceptual differences of the traits across various management levels. The results of the study showed differences and similarities between cultures and management levels.

Cross-Cultural Comparisons

The first objective of the research was to analyze Taiwanese and American IT managers and their perception of the importance of 29 leadership traits.   The data were analyzed between and within the same groups. The research confirmed a difference between the importance of leadership traits for various management levels between American and Taiwanese managers.

After observing the mean score and the importance for the traits ―Trust" and ―Honesty", a difference was found with regards to the importance of leadership characteristics. The variance between these traits can be attributed to the underlying values of their society. American society scores strongly in individualism and medium on masculinity which implies that Americans tend to rely on their own view to determine what they should do in a workplace situation. It could be interpreted that Americans tend to view cooperation as a sign of weakness and thus place a high value on independence and control.   Due to the United States being an individualist society it could be interpreted that American managers have to have or show more trust in their employees as they tend to delegate tasks and other objectives. The Taiwanese participants come from a collectivistic society which may explain why Taiwanese participants rated

―Honest" higher than the American participants. Group oriented societies need to have managers that exemplify honesty to their employees due to the close work on projects and the kind of leadership seen as effective.

While Taiwan is strong in collectivism and scores medium on feminism, Taiwanese depend more on groups or institutions to determine what they should do and emphasize loyalty to the group. They are more likely to be cooperative with others to avoid risks and reduce responsibilities. The Taiwanese value system appreciates duty to the group and harmony among its members, while pursuing personal goals is viewed negatively in Taiwan. In the process of cooperation Americans place greater importance on contractual safeguards than the Taiwanese. Americans believe contracts can ensure their partner's tendencies to focus on individual goals and aspirations that do not interfere with their own individual goals and aspirations. Taiwanese feel that contracts can be reasonably modified according to changes that occur throughout the working process and therefore do not consider contracts to be as binding as Americans. Instead, they tend to pay more attention to relationships than contracts. This could be due to collectivism being part of a cultural syndrome in which there are close ties among family members, concern for others, respect for authority, and fewer rules. Cultures that scored low in Collectivism in the study by Project GLOBE include many Western Cultures such as the United States (House et al., 2004)

Leadership Expectations by Management Level

The second objective of the research study was to gain perspective of how Taiwanese and American participants rated the importance of the leadership traits for low-level and high-level managers. Fan and Zigang (2004) found the difference between

the groups perception of importance for contractual agreements to be consistent with the findings from Weaver's 2001 study. In Weaver's 2001 study it was established that managers from societies that are masculine and individualist have a lower appreciation for cooperation traits as compared to managers from societies that are feminine and collectivist in nature. Weaver (2001) found that entrepreneurs from individualistic societies placed greater importance on contractual safeguards for maintaining effective cooperation than did those from collectivist cultures (p.6). The scores for the trait ―Participative‖ found that the American group rated the trait higher than the Taiwanese group of participants, which contradicts the findings from Weaver's research. Weaver (2001) points out those societies that are masculine and individualistic have lower appreciation for cooperation than do societies that are feminist and collectivist in nature (p.9). Even though neither group rated ―Participative‖ very high in regards to its importance, it is interesting to see the American group, which is more individualistic and more masculine, rated it higher than the Taiwanese group. An explanation for this contradiction could be the ethnic makeup of the American participants of the study. The ethnic background of the American participants was comprised of Caucasians, African-Americans, Chinese, Irish, and Israeli participants. Even though these participants are American citizens it does not mean that their parents or guardians were born and raised in America which could aide in the difference between this research's results and the findings from Weavers 2001 study.

The traits ―Liability‖ and ―Bossy‖ were two traits that varied in response by the two groups as it related to the importance for high level managers. The trait liability had a mean score of 4.33 for the Taiwanese managers which indicated that it is very

important for high-level managers to illustrate this trait. The trait ―Bossy‖ was found to be more important for high-level managers by the Taiwanese group. The Taiwanese group rating the trait ―Liability‖ and ―Bossy‖ more important for high-level managers than the American group supports the findings from the GLOBE Project in that Taiwan is seen as having more paternalistic values than the United States. This aides in understanding why the Taiwanese group had a mean score of 4.33 for ―Liability‖ in respect to high-level managers and why the Taiwanese group rated the trait ―Bossy‖ more important for high-level managers. With Taiwan having a higher Power Distance score than the United States and scoring low on Humane Orientation (House et al., 2004) supports the differences between the two groups. ―Liability‖ is seen as very important for high-level Taiwanese managers due to the idea that Confucian Institutions embody a hierarchical structure with patriarchal expectation of total loyalty and obedience (House et al., 2004). ―Bossy‖ was rated as fairly important by the Taiwanese group for high-level managers. This could be caused by the power distance and the notion that Taiwan is paternalistic society and that someone has to act as the fatherly figure. It also suggests why the trait ―Bossy‖ was rated higher for the Taiwan group in each of the three sections.

For the overall importance for any management level there were three traits that varied by importance. The reasoning for the Taiwanese group rating the traits ―Liability‖ and ―Bossy‖ as more important for any management level compared to the American response reintegrates back to a society being more paternalistic, or one society having more of a power distance between its employees. Both groups rated the trait ―Diplomatic‖ as ―contributes slightly‖ to ―contributes somewhat‖ for any management level, but the Americans rated the trait with a mean score of 6.28 compared to the

Taiwanese mean score of 5.38. This relates to the US being an individualistic society and that US managers need to illustrate the trait ―diplomatic‖ more than the Taiwanese participants possibly due to there being more office politics in the United States. Little variation was found when comparing the responses between the perceived importance of leadership traits across management levels within the same American group, when comparing them to low-level (Section 1) and high-level (Section 2) managers. The two traits that varied were ―Confidence Builder‖ and ―Visionary‖. It was more important for higher-level managers to possess the trait of ―Confidence Builder‖ than lower-level managers. This is somewhat inconsistent, since lower-level managers have more interactions with subordinates and are more likely to have more daily interactions as compared to higher level managers. The trait ―Visionary‖ was rated as more important for higher-level managers than for lower-level managers. This is not surprising since high-level managers have the greatest input in the decision making process. Higher-level managers are seen as the face of an organization, and are the ones who attend the meetings with Shareholders and Board of Directors. They are the ones who have greater knowledge of the direction in which the organization is going Higher-level managers are responsible for merging ideas and suggestions from subordinates, the Board of Directors, and the shareholders.   Higher-level managers look out for their personal and the organization‘s best interests.

The Taiwanese responses for Section 1 and Section 2 found more differences between the perception of the importance of leadership traits for lower and higher-level managers. The traits with the greatest difference between low and higher level managers were the traits ―Trust‖ and ―Visionary‖. These two traits were rated as being ―fairly

important" to "greatly important". The Taiwanese participants rated both traits as more important for the higher-level manager to display than for the lower-level manager. This and the other traits that show a difference of mean scores can be attributed to the Taiwanese society being more collectivist, paternalistic, and having a greater power distance gap than the United States. Every trait that had a difference was rated as being more important for the higher-level manager to demonstrate the trait than for the lower-level manager. The paternalistic and collectivism influence can be seen when looking at the mean score for the traits —Group Orientation", —Moral Booster", —Bossy", —Distant", —Inspirational", —Integrating", and —Consideration". The Taiwanese participants rated —Moral Booster", —Inspirational", and —Integrating" as being more important for higher-level managers to show. This can be attributed to the paternalistic society that surrounds the Taiwanese participants. The praise from a high-level manager in a paternalistic society has more meaning and thus gives the participants more self worth from hearing from a higher level manager. As mentioned by Project GLOBE, Confucian societies are predisposed by the philosophy to accept higher power distance as a fundamental characteristic of an orderly society. Confucian societies are to embody a hierarchical structure with a patriarchal expectation to loyalty and obedience (House et al., 2004). In fact, both the Taiwanese and American participants rated the altruism characteristics as being more important for higher-level managers then for low-level managers. This is mostly impart to the senior manager's influence on the scope and character of formal corporate ethics programs, and the integration of ethics into routine organizational processes (Trevino, Weaver, & Brown, 2000, p.233).

Management Level Perspectives

The third objective of the study was to look at the perspective from American and Taiwanese low-level and high-level managers to determine what leadership traits differed across management levels. After categorizing the American and Taiwanese participants into their management level we were able to see a difference in the way that lower-level American and Taiwanese managers value the leadership traits as being effective for lower-level managers and high-level. The trait "Considerate" had a difference between the perceived importance between the lower-level American and lower-level Taiwanese managers. The lower-level American managers rated it as being "Fairly Important" compared to the lower-level Taiwanese managers who rated it as being "Very Important" for lower-level managers to demonstrate this trait. Two traits that differed in importance for the lower-level American and Taiwanese managers were "Confidence Builder" and "Distant". The lower-level American managers rated "Confidence Builder" as being more important for higher-level American managers to demonstrate this trait as compared to the lower-level Taiwanese managers. The trait "Distant" is not seen as being very important for either group but still showed a difference when examining the mean scores.

Looking at the responses from the higher-level managers from the American and Taiwanese groups to determine their perception of the importance for higher-level managers to demonstrate a particular trait, the data found that there were not as many differences between in the perceived importance for high-level managers for both groups of high-level managers

When asked about the importance for lower-level managers to demonstrate a trait the higher-level American and Taiwanese managers did not have any leadership traits

61

that differed. There are two traits that higher-level managers from both the American and Taiwanese managers disagreed on as seen as being important for higher-level managers. The trait that varied between importance from the higher-level American and Taiwanese managers is ―Generous" and ―Liability". Each trait was rated as being ―Fairly Important" for the higher-level US managers to ―Very Important" for the higher-level Taiwan manager.

Implications for Examining Management Level

For high-level business managers in both countries, qualities of honesty, responsibility, communicativeness, and a sense of humor were rated the most important traits lower-level managers should possess.   During international business transactions, high-level managers should be sure to select their team based on these qualities.   Each team member they select should have demonstrated in the past an ability to utilize these traits and skills in previous international and domestic business dealings, to increase the likelihood they will successfully implement these skills during key moments with new international clients.   If your high-level manager counter part in Taiwan also values these traits, selecting sub-par team members will hurt your reputation with the other manager and show them you are unable to develop a well-rounded and effective team.

In addition to building a respectable team, other qualities were rated as highly valuable across both cultures by high-level managers about other high-level managers. Qualities such as group orientation, motive arouser, confidence builder, team building, moral booster and integrating were seen as key traits, especially in business-related dealings.   Being sincere, trustworthy, communicative, considerate and appreciative were qualities that were also highly valued by both cultures in overall importance for high-

level managers.   To improve your reputation with your international business partners, it is vital that you demonstrate these leadership traits.   A failure to do so would substantially hinder your business relations with international partners.   Practice these qualities within your team on a daily basis to ensure they become sincere, innate qualities—otherwise, your attempts to demonstrate them only during key business moments will seem forced, insincere and ultimately damaging to your relationship with your international counterpart.

Differences were seen in the American and Taiwanese high-level managers' perceptions of other high-level managers and qualities of importance.   While many traits were seen as equally important across both cultures, two traits were shown to be not rated as highly by both culture's managers.   High-level managers in Taiwan rated generosity and liability as more highly important than their American counterparts.   This suggests that American high-level managers should be careful to demonstrate their generosity and liability when interacting with high-level Taiwanese managers.   Seeming stingy or greedy would be a critical error when dealing with Taiwanese managers.   Conversely, Taiwanese managers who are typically demonstrating their generosity and liability traits to other Taiwanese managers can afford to relax those standards a bit around American business managers who place less importance on these traits.

Low- level mangers who hope to increase their international resume should strive to develop certain qualities that will be advantageous to international dealings.   High-level managers rated above four traits as highly important.   Thus, demonstrating these skills to your high-level manger during domestic transactions will be the most important factor of your inclusion in international business dealings.   Emphasize how these skills

make you a key team-building manager who can handle the responsibility and gravity of important international opportunities.   When your high-level manager is confident in your team-building, communication, honesty, responsibility, and ability to lighten tense situations with subtle humor with domestic clients, they can rest assured you will take these traits into dealings with international clients.

Conclusion

As mentioned before the study was able to find that there are differences in the work environment between the United States and Taiwan as it pertains to the importance of leadership traits for various management levels. The greatest disparity between the findings did not come from the difference between the two countries and their participants but from within the same group. After looking at the results, the Taiwan group had the greatest difference between the acceptances of the traits for the different management levels. There were traits that did vary significantly from the American to Taiwanese managers as it related to the importance for low and high-level managers. The traits that varied in importance for being effective for low-level managers is the traits ―Trust", "Honest", and ―Participative". The traits that varied between the two groups in respect to being an effective high-level manager were the traits ―Liability" and ―Bossy". The traits that differed as being effective for any management level that were different between the two groups were the ―Liability", ―Bossy", and ―Diplomatic".

After comparing the results from within the same group for Section1 and Section 2 we were able to see a difference between one's management level and the importance for them to show or demonstrate a particular trait. When comparing the response from the American participant for section 1 and section 2 there were only two traits that

differed according to the American participants. The traits that did vary by mean score were ―Confidence Builder‖ and ―Visionary‖.

There was a greater difference in the Taiwan group when comparing the low-level and high-level managers than with the American group. The traits that varied were ―Trust‖, "Group Orientation", "Moral Booster", ―Bossy‖, ―Distant‖, "Courage", ―Inspirational‖, ―Integrating‖, ―Visionary‖, and ―Consideration‖.   Each one of these traits was rated as being more important for higher-level managers to express these traits. See table: 4.16 pg. 54.

It is interesting to note that the research found traits that were universally important for both groups. In the first section, which looked at the importance for low-level managers, the trait ―Appreciation‖ was seen as being just as important for lower-level American managers as for low-level Taiwanese managers. When asked about the importance for higher-level managers the trait ―Compassionate‖ has mean scores of 3.66 for both groups. Three traits that had similar mean scores for both groups were ―Motive Arouser‖, ―Visionary‖, and ―Consideration‖. This implies that the traits are seen as more universally important across both groups. In section three, the trait ―Orderly‖ shared the same mean score of 5.57, the other traits such as ―Confidence Builder‖, ―Encouraging‖, and ―Appreciation‖ had mean scores that were similar to each other. Looking at tables 4.5 and 4.6 we were able to see which traits were more effective between the same groups. The American group had one trait ―Responsibility‖ that shared the similar mean score for both levels of managment.   The Taiwan group had two traits that had the same mean score for the traits ―Compassionate‖ 3.66 and ―Communicative‖ 4.19.

After determining one's management level the research was able to cross-reference the responses for sections one and sections two to put the lower-level and high-level managers into their rightful management level and then reference their responses in regards to the importance for lower or high level managers. After the participants were assigned to their management level, we then put the lower-level American and lower-level Taiwanese managers into their rightful group and then referenced their responses in regards to the importance for lower-level managers (Section1) and high-level managers (Section 2). Two traits ―Distant" and ―Appreciation" shared similar mean scores. When asked in regard to the importance for higher-level managers to show a particular trait, lower-level American and Taiwanese managers had four traits that either shared the same mean score or had similar scores for the traits ―Group Orientation", ―Moral Booster", ―Humorous", and ―Integrating".

The higher-level American and Taiwanese manager's responses did not vary as much as the lower-level US and Taiwan managers but still had similarities in respect to higher-level managers and their perception of importance for low and high-level managers. When the higher-level managers for both groups were asked about the importance for lower-level managers, the higher-level managers for both groups had the same mean score for the trait ―Humorous". ―Humorous" is also seen as being ―Very Important" for higher-level managers for both groups with the same mean of 4.00.

The research study aides in giving guidance to someone who wants to enter the work environment in either the United States or Taiwan. The research found leadership traits that are universally endorsed across the United States and Taiwan work environments. The research also aided in determining which leaderships traits are not

universally endorsed across these two business societies. The goal of the research was not only to determine which leadership traits are used in the United States and Taiwan business environments, but to determine how important these traits are for the different management levels.

Limitations

Most of the studies conducted have derived leadership from a western view of business ethics and theories. The description of global ethics and the process of change are primarily speculative since there has been little empirical work done on international ethics (Buller et al. 1991, p.774). It was found that most studies conducted on international ethics focus their work by using cultural clusters. Resick et al. (2006) found that even though societies within a cluster have similar cultures and endorse similar forms of leadership there are differences in values and norms between societies (p.351).

The research study has limitations that can affect the influence of the study. The number of participants for both groups came from a small sample size so the research cannot generalize the responses for the American and Taiwanese groups. Second of all, organizations have very different structures, with some flatter and others more hierarchical. Therefore, a middle manager in one organization is likely to differ from a middle manager in another. It is important to point out that twelve of the twenty-two Taiwanese participants lived in other countries such as the United States, Austria, Holland, Hong Kong, and China. This has the potential to affect the way Taiwanese participants perceive leadership traits as important for the different management levels for they bring a multicultural approach to their role. The same can be said for the American participants who had a total of nine participants who lived outside the US.

Unlike the Taiwanese participants who were all born in Taiwan and their ethnic background was Chinese, the American group had participants who were born in the United States but also had participants who were born in other countries such as Taiwan, Israel, and Canada.   The American group shared different ethnic backgrounds, such as African American, Chinese, Irish, and Jewish.   Due to the US being a mixture of various ethnicities, the likelihood of the participants born in foreign countries and having guardians who are not from the US could greatly affect their perception of the importance of the leadership traits for the US responses.   Cross-cultural researchers have suggested that knowing how individuals are apt to differ in their values only provides general assistance in facilitating productive collaboration between culturally diverse individuals (Tjosvold & Leung, 2003). Nevertheless, I would like to point out that we are studying perceptions only. The research makes no claims about whose perceptions are more "accurate". In fact, this would be a difficult claim to verify.   How would one determine what is an "accurate" perception? No matter whose perceptions are more accurate, a gap between those perceptions represents a cause to study those differences.

Future research

Researchers have documented that demographic similarities and dissimilarities may affect expectations and interactions (Geddes & Konrad, 2003; Tsui & O'ReiHy, 1989). This pilot study compared the mean scores between the American and Taiwanese group, future research could examine and expand upon these findings by looking at the results at the significance level. I would also like to see researchers examine the religious influence of these two countries and how it influences the perception and value of leadership traits for both cultures and their management level.

Future research could identify gender and cultural similarities as cooperative approaches to leadership traits. Studies can investigate the effects of different leadership traits as they pertain to the importance of leadership traits across organizational levels, and the manager-employee relationship. Researchers may want to test other variables on other countries or expand on the current research study.

Researchers may also want to pursue data related to theoretical theories of leadership and building universal standards. Studies may also want to consider whether the differences that were found reflect broader socio-economic differences in leadership across different levels of management and society. It would also be interesting to consider whether such differences would be consistent across cultures or if they are unique to U.S. organizations.

Appendix A: Recruitment Email

Hello (potential participant's name),

I am currently working on my thesis project for my graduate degree in the Community Development and Leadership Department at the University of Kentucky. The research study is intended to examine how the use of leadership may vary across countries and management positions. Due to your management position within the I.T. industry, we feel that if you meet the criteria to participate, your information could provide valuable to the research study.

The criteria for participants:
- must be 18 years or older
- have a four year college degree
- Work experience at the management level has to be longer than one year.
- fluent in English

Along with asking for your participation, you will be asked to refer other managers to participate in the study. If you do not want to participate or do not meet the criteria, but know of someone who does meet the criteria, then you may still refer the person. It is not a requirement for you to participate or refer someone to the study if you don't want to. If you do refer someone to participate in the study, your name and organization will be kept confidential from the person or persons that you may refer.

Name (s) and Contact information of Referral's:

Name of Person   Contact Information (Prefer an email address)

The survey will be offered in an online format. If you do agree to participate in the study, please send me an email at justin.yang@uky.edu to confirm your acceptance. Once we have confirmed your acceptance, you will be sent a web link through email, directing you to the online survey. Attached in a PDF file is a consent form, that gives more detail into the study.

Note: By completing the online survey, you will automatically be giving us your consent to participate in the study, it will also be assumed that you have read the consent form and are aware of your rights.

Sincerely,

Justin Yang
Graduate Student
University of Kentucky

Appendix B: Consent Form

A Comparison of Leadership across Countries: Taiwan and United States

Dear Potential Participant:

Hello, my name is Justin Yang and I am a graduate student in the Department of Community and Leadership Development at the University of Kentucky. I am currently conducting a research study by evaluating the perspective of Taiwan and United States managers on the importance of characteristics that make up ethical leadership. Due to my own multi-cultural heritage I am particularly interested in comparing responses from managers in Taiwan and the United States, while also understanding cultural differences in the work place.

I am inviting you to participate in the study because of your management position within the I.T. industry. Your name will not appear on the survey nor will the name of the company that you work for. If you agree to participate in this study, you will be asked to complete one online survey. The survey will ask you to rate the importance of characteristics of leadership with regards to different management levels. The survey will take approximately 20-30 minutes to complete.

In addition, you have the right to withdraw from the study at any time. Information from surveys will only be available to key researchers. You also have the option to tell me not to use any information that has been given. The survey and information will be kept in a locked file in the Garrigus Building at the University of Kentucky.

If you wish to complete the online survey then email me at justin.yang@uky.edu. You will than be sent a web link directing you to the online survey. Note: By completing the online survey, you will automatically be giving us your consent to participate in the study, it will also be assumed that you have read the consent form and are aware of your rights.

If you have any questions, or need any additional information or want a copy of the final report, please feel free to contact Justin Yang at: 500 Garrigus Bldg. University of Kentucky, Lexington, KY 40546-0215 (ph: 859-608-7192) or by email at: justin.yang@uky.edu. Or you may contact Dr. Patricia Dyk at: 709 Garrigus Bldg., University of Kentucky, Lexington, KY 40546-0215 at 859- 257- 3228 or by email at pdyk@uky.edu. You may also contact the University of Kentucky's Office of Research Integrity if you have any questions about your rights. The Office's phone number is 859-257-9428 or toll free at 1-866-400-9428

Sincerely
Justin Yang
Graduate Student
University of Kentucky

Appendix C: Ranking of Traits by Both Groups

Taiwanese		American	
Honest	6.33	Trust	6.79
Confidence Builder	6.30	Sincere	6.57
Trust	6.29	Honest	6.50
Communicative	6.25	Communicative	6.50
Morale Booster	6.24	Visonary	6.47
Team Building	6.10	Just	6.36
Responsibility	6.10	Confidence Builder	6.36
Appreciation	6.10	Motive Arouser	6.36
Liability	6.00	Team Building	6.36
Sincere	5.95	Responsibility	6.36
Motive Arouser	5.95	Diplomatic	6.29
Encouraging	5.95	Integrating	6.15
Integrating	5.95	Morale Booster	6.14
Visonary	5.95	Appreciation	6.07
Just	5.86	Encouraging	6.00
Group Orientation	5.81	Inspirational	6.00
Inspirational	5.81	Group Orientation	5.93
Compassionate	5.67	Courage	5.86
Consideration	5.62	Compassionate	5.79
Orderly	5.57	Consideration	5.79
Courage	5.43	Generous	5.57
Diplomatic	5.38	Orderly	5.57
Generous	5.29	Modest	5.21
Modest	5.14	Humorous	4.92
Fraternal	4.67	Liability	4.79
Humorous	4.62	Fraternal	4.57
Bossy	3.57	Participative	4.14
Participative	3.20	Bossy	2.14
Distant	2.67	Distant	2.07

Appendix D: Survey

A Comparison of Leadership Traits Across Countries:

Taiwan and United States

Survey

Chi-Shou Justin Yang

*This copy is identical to the online
survey that was issued to participants
in the research study.

Introduction

The purpose of the research is to learn how the use of leadership may or may not differ across cultures. A second purpose of the research is to look at the different levels of management within an organization and see if the use of leadership varies from the different levels of management.

In the following pages, you are asked to choose a number of statements that reflect your beliefs and perceptions of leadership. This is not a test, and there is no right or wrong answer. The research is interested in learning about the beliefs and values in your society, and how various societal and organizational practices are perceived by you and the other participating in this research. Your responses will be kept completely confidential. No individual respondent will be indentified to any other person or in any written form. Further, the name of your organization will not be publicly released.

General Instructions

In completing this survey, you will be asked questions focusing on the organization in which you work, and on your perception of leadership.

There are four sections to this questionnaire. Sections 1 and 2 ask your opinion on the importance of leadership for low level and high level managers. Section 3 asks how the characteristics of leadership contribute to the overall success of an outstanding leader. Section 4 will ask questions about you.

There are two types of questions that will be used in the questionnaire. For sections 1and 2 a question would look like.

Section 1: How important is the following characteristic for an effective low level manager.

Scale
1= not at all important
2= a little important
3= fairly important
4= very important
5= absolutely necessary

Characteristic   **Definition**

_____1-1 Calm   = Not easily distressed

For a question like this, you would write the number from 1 to 5 that are closest to your perception of leadership. For example, if you think that being calm isn't important to a low level manager than you would write 1 in the blank.

For section 3, you are asked to rate how a characteristic of leadership is harmful or helpful to a person being considered an outstanding leader, no matter what level of management they are by using the scale below. On the line next to each characteristic write the number from the scale that best describes how displaying that behavior or characteristic affects the leader's effectiveness.

Scale

1= This behavior or characteristic greatly inhibits a person from being an outstanding leader.
2= This behavior or characteristic somewhat inhibits a person from being an outstanding leaders.
3= This behavior or characteristic slightly inhibits a person from being an outstanding leaders.
4= This behavior or characteristic has not impact a person from being an outstanding leaders.
5= This behavior or characteristic contributes slightly a person from being an outstanding leaders.
6= This behavior or characteristic contributes somewhat a person from being an outstanding leaders.
7= This behavior or characteristic contributes greatly a person from being an outstanding leaders.

An example is if you think that being an athletic person contributes greatly to being an outstanding leader than you would write 5, 6, or 7 on the line left of ―Athletic".

Characteristic   **Definition**

_____3-1 Athletic   =   Characterized by or involving physical activity or exertion

Section 1-Low Level Managers

On the following pages are several characteristics that can be used to describe leadership. Each characteristic is accompanied by a short definition to clarify its meaning.

Using the scale below, rate the importance of the characteristics for **low level** managers. To do this, on the next line next to each characteristic, write the number from the scale that best describes the importance for that characteristic.

> **Scale**
>
> 1= not at all important
> 2= a little important
> 3= fairly important
> 4= very important
> 5= absolutely necessary

―In your opinion, how important are the following characteristics for an effective low-level manager".

Section 1 questions start here.

Characteristic	Definition
1-1 Trust	Confident expectation of something; hope
1-2 Sincere	Means what he/she says; earnest
1-3 Just	Acts accordingly to what is right or fair
1-4 Honest	Speaks and acts truthfully
1-5 Generous	Willing to give time, money, resources, and help others
1-6 Fraternal	Tends to be good friends to subordinates
1-7 Compassionate	Has empathy for others; inclined to be helpful
1-8 Modest	Does not boast, presents self in a humble manner
1-9 Communicative	Communicates with others frequently
1-10 Confidence builder	Instills others with confidence by showing confidence in them
1-11 Group Orientation	Concerned with the welfare of the group

_____	1-12 Motive Arouser	Mobilizes and activates followers
_____	1-13 Team Building	Able to induce group members to work together
_____	1-14 Liability	Something for which one is liable; an obligation, responsibility, or debt
_____	1-15 Encouraging	Gives courage, confidence, through reassuring and advising
_____	1-16 Moral Booster	Offers encouragement, praise, and being confident
_____	1-17 Responsibility	Involving personal accountability or ability to act without guidance or superior authority: a responsible position within the firm.
_____	1-18 Bossy	Tells subordinate what to do in a commanding way
_____	1-19 Distant	Aloof, stands off from others, difficult to become friends with
_____	1-20 Courage	The quality of state of mind or spirit enabling one to face danger or hardship with confidence and resolution
_____	1-21 Diplomatic	Skilled at interpersonal relations, tactful
_____	1-22 Humorous	The ability to perceive, enjoy or express what is comical or funny
_____	1-23 Inspirational	Inspires emotions, beliefs, values, and behaviors of others, inspires others to be motivated to work hard
_____	1-24 Integrating	Integrates people or things into cohesive, working whole
_____	1-25 Orderly	Is organized and methodological in work
_____	1-26 Participative	Does not participate with others
_____	1-27 Visionary	Has a vision and imagination of the future
_____	1-28 Consideration	Continuous and careful thought; a matter weighed or taken into account when formulating an opinion or plan
_____	1-29 Appreciation	Recognition of the quality, value, significance, or magnitude of people and things

Section 2 -High Level Managers

On the following pages are several characteristics that can be used to describe leadership. Each characteristic is accompanied by a short definition to clarify its meaning.

Using the scale below, rate the importance of the characteristics for **high level** managers. To do this, on the next line next to each characteristic, write the number from the scale that best describes the importance for that characteristic.

```
Scale

1= not at all important
2= a little important
3= fairly important
4= very important
5= absolutely necessary
```

―In your opinion, how important are the following characteristics for an effective high-level manager".

Section 2 questions start here.

Characteristic	**Definition**
_____ 2-1 Trust	Confident expectation of something; hope
_____ 2-2 Sincere	Means what he/she says; earnest
_____ 2-3 Just	Acts accordingly to what is right or fair
_____ 2-4 Honest	Speaks and acts truthfully
_____ 2-5 Generous	Willing to give time, money, resources, and help others
_____ 2-6 Fraternal	Tends to be good friends to subordinates
_____ 2-7 Compassionate	Has empathy for others; inclined to be helpful
_____ 2-8 Modest	Does not boast, presents self in a humble manner
_____ 2-9 Communicative	Communicates with others frequently
_____ 2-10 Confidence	Instills others with confidence by showing confidence builder in them
_____ 2-11 Group Orientation	Concerned with the welfare of the group

_____	2-12 Motive Arouser	Mobilizes and activates followers
_____	2-13 Team Building	Able to induce group members to work together
_____	2-14 Liability	Something for which one is liable; an obligation, responsibility, or debt
_____	2-15 Encouraging	Gives courage, confidence, through reassuring and advising
_____	2-16 Moral Booster	Offers encouragement, praise, and being confident
_____	2-17 Responsibility	Involving personal accountability or ability to act without guidance or superior authority: a responsible position within the firm.
_____	2-18 Bossy	Tells subordinate what to do in a commanding way
_____	2-19 Distant	Aloof, stands off from others, difficult to become friends with
_____	2-20 Courage	The quality of state of mind or spirit enabling one to face danger or hardship with confidence and resolution
_____	2-21 Diplomatic	Skilled at interpersonal relations, tactful
_____	2-22 Humorous	The ability to perceive, enjoy or express what is comical or funny
_____	2-23 Inspirational	Inspires emotions, beliefs, values, and behaviors of others, inspires others to be motivated to work hard
_____	2-24 Integrating	Integrates people or things into cohesive, working whole
_____	2-25 Orderly	Is organized and methodological in work
_____	2-26 Participative	Does not participate with others
_____	2-27 Visionary	Has a vision and imagination of the future
_____	2-28 Consideration	Continuous and careful thought; a matter weighed or taken into account when formulating an opinion or plan

_____ 2-29 Appreciation   Recognition of the quality, value, significance, or magnitude of people and things

Section 3 – Leader Behaviors

On the following pages are several characteristics that can be used to describe leadership. Each characteristic is accompanied by a short definition to clarify its meaning.

For section 3, you are asked to rate how a characteristic of leadership is harmful or helpful to a person being considered an outstanding leader, no matter what level of management they are by using the scale below. On the line next to each characteristic write the number from the scale that best describes how displaying that behavior or characteristic affects the leader's effectiveness.

Using the scale below, rate the importance of the characteristics for managers. To do this, on the next line next to each characteristic, write the number from the scale that best describes how important that characteristic is for a leader to be outstanding.

Scale

1= This behavior or characteristic greatly inhibits a person from being an outstanding leader.
2= This behavior or characteristic somewhat inhibits a person from being an outstanding leaders.
3= This behavior or characteristic slightly inhibits a person from being an outstanding leaders.
4= This behavior or characteristic has not impact a person from being an outstanding leaders.
5= This behavior or characteristic contributes slightly a person from being an outstanding leaders.
6= This behavior or characteristic contributes somewhat a person from being an outstanding leaders.
7= This behavior or characteristic contributes greatly a person from being an outstanding leaders.

Section 3 Questions start here.

	Characteristic	Definition
_____	3-1 Trust	Confident expectation of something; hope
_____	3-2 Sincere	Means what he/she says; earnest
_____	3-3 Just	Acts accordingly to what is right or fair
_____	3-4 Honest	Speaks and acts truthfully

_____	3-5 Generous	Willing to give time, money, resources, and help others
_____	3-6 Fraternal	Tends to be good friends to subordinates
_____	3-7 Compassionate	Has empathy for others; inclined to be helpful
_____	3-8 Modest	Does not boast, presents self in a humble manner
_____	3-9 Communicative	Communicates with others frequently
_____	3-10 Confidence builder	Instills others with confidence by showing confidence in them
_____	3-11 Group Orientation	Concerned with the welfare of the group
_____	3-12 Motive Arouser	Mobilizes and activates followers
_____	3-13 Team Building	Able to induce group members to work together
_____	3-14 Liability	Something for which one is liable; an obligation, responsibility, or debt
_____	3-15 Encouraging	Gives courage, confidence, through reassuring and advising
_____	3-16 Moral Booster	Offers encouragement, praise, and being confident
_____	2-17 Responsibility	Involving personal accountability or ability to act without guidance or superior authority: a responsible position within the firm.
_____	3-18 Bossy	Tells subordinate what to do in a commanding way
_____	3-19 Distant	Aloof, stands off from others, difficult to become friends with
_____	3-20 Courage	The quality of state of mind or spirit enabling one to face danger or hardship with confidence and resolution

_____	3-21 Diplomatic	Skilled at interpersonal relations, tactful
_____	3-22 Humorous	The ability to perceive, enjoy or express what is comical or funny
_____	3-23 Inspirational	Inspires emotions, beliefs, values, and behaviors of others, inspires others to be motivated to work hard
_____	3-24 Integrating	Integrates people or things into cohesive, working whole
_____	3-25 Orderly	Is organized and methodological in work
_____	3-26 Participative	Does not participate with others
_____	3-27 Visionary	Has a vision and imagination of the future
_____	3-28 Consideration	Continuous and careful thought; a matter weighed or taken into account when formulating an opinion or plan
_____	3-29 Appreciation	Recognition of the quality, value, significance, or magnitude of people and things

Section 4- Demographic Questions

Following are several questions about you, your background, and the place where you work. These questions are important because they help us to see if different types of people respond to the questions on this questionnaire in different ways. They are NOT used to identify any individual.

Questions about Your Personal Background

4-1. How old are you? _____ years

4-2. What is your gender? *(check one)* ☐ Male ☐ Female

4-3. What is your country of citizenship/passport? _____

4-4. What country were you born in? _____

4-5. How long have you lived in the country where you currently live? _____ years

4-6. Besides your country of birth, how many other countries have you lived in for longer than one year? _____ countries

4-7. What is your ethnic background?_____

4-8. Do you have a religious affiliation? ☐ Yes ☐ No

4-9. If you have answered yes to question 4-8, please indicate the name of the religion.
_____

Questions about Your Work Background

4-10. How many years of full-time work experience have you had? _____ years

4-11. How many years have you been a manager? _____ years

4-12. How long have you worked for your current employer? _____ years and _____ months.

4-13. Have you ever worked for a multinational corporation? ☐ Yes ☐ No

4-14. Do you belong to any professional associations or networks? ☐ Yes ☐ No

4-15. Do you participate in any industrial or trade association activities? ☐ Yes ☐ No

Questions about Your Educational Background

4-16. How many years of formal education do you have? _____ years

4-17. If you have an educational major or area of specialization, what is it?_____

_____

4-18. Have you received any formal training in Western management practices? ☐ Yes ☐ No

Questions about This Organization

4-19. Please indicate the kind of work done primarily done by the unit you manage:
_____ Administration
_____ Engineering, manufacturing, or production
_____ Finance or accounting
_____ Human resource management or personnel management
_____ Marketing
_____ Planning
_____ Purchasing
_____ Research and development
_____ Sales
_____ Support services (for example, plant and equipment maintenance)
Other (please describe)_____

_____

4-20. How many people report directly to you in the chain of command? _____ people

4-21. How many people work in the subunit of the organization you manage? _____
people

4-22. How many organizational levels are there between you and the chief executive of
your organization? _____ levels

4-23. How many hierarchical levels are there between you and the nonsupervisory
personnel in your organization or unit? _____ levels

4-24. What language(s) do you use at work? _____

_____

**This concludes the questionnaire. We truly appreciate your willingness to
complete this questionnaire, and assist in this research project.**

References

Alves, J.C., Manz, C.C., & Butterfield, D.A. (2005). Developing Leadership Theory in Asia: The role of chinese philosophy. *International Journal of Leadership Studies*. *1*, 3-27.

Antonakis, J. & Atwater, L., (2002). Leader distance: A review and a proposed theory. *The Leadership Quarterly*, Vol. 13, Iss. 6, pp. 673-704.

Ayman, R. 2004. Situational and contingency approaches to leadership. In J. Antonakis, A. Cianciolo & R.J. Sternberg (Eds.), *The Nature of leadership,* 148-170. Thousand Oaks, CA: Sage.

Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. W. (1996). Foci and bases of commitment: Implications for performance. *Academy of Management Journal*, 39, 464-482.

Buller, P.F., Kohls, J.J., & Anderson, K.S. (1991). The challenge of global ethics. *Journal of Business Ethics*. *10*, 767-775.

Casimir, G., & Waldman, D.A. (2007). A cross cultural comparison of the importance of leadership traits for effective low level and high level leaders. *International Journal of Cross Cultural Management*. *7(1)*, 47-60.

Chang,S.(1985).California management review. American and ChineseManagers in U.S. Companies in Taiwan: Comparison, XXVII(4),144-156.

Chong, L.M., & Thomas, D.C. (1997). Leadership perceptions in cross-cultural context. *The Leadership Quarterly*. *83*, 275-293.

Conger, J.A. (1989). *The charismatic leader: behind the mystique of exceptional*

leadership. San Francisco: Jossey-Bass.

Daft, R. L., & Lane, P. G. (2005). *The leadership experience*. (3rd ed.). Mason, Ohio: Thomson/South-Western.

Davis, A., & Rothstein, H. (2006). The effects of the perceived behavioral integrity of managers on employee attitudes: A meta-analysis. *Journal of Business Ethics*, 67, 407–419.

Deng, L. & Gibson, P. (2008). A qualitative evaluation on the role of cultureal intelligence on cross-cultural leadership effectiveness. *International Journal of Leadership Studies, 3* (2), 181-197.

Fan, P. & Z. Zigang (2004). "Cross-cultural Challenges when Doing Business in China." *Singapore Management Review*, 26(1), 81-90.

Falkenberg, L., & Herremans, I. (1995). Ethical behaviours in organisations: Directed by the formal or informal system. *Journal of Business Ethics*, 14, 133–143.

Freeman, R.E., & Stewart, L (2006). Developing ethical leadership. *Business Roundtable Institute for Corporate Ethics*. 1-17.

Fu, P.P., & Yukl, G. (2000). Perceived effectiveness of influence tactics in the united states and china. *The Leadership Quarterly*. *11(2)*, 251-266.

Goldman, R. (1995).Moral leadership in society: some parallels between confucian"noble"and the jewish zaddik. *Philosophy East and West*. *45*, 329-365.

Geddes, D., & Konrad, A. (2003). Demographic differences and reactions to performance feedback. *Human Relations. 56,* 1485-1514.

Grojean, M., C. Resick, M. Dickson, and D. Smith. 2004. Leaders, values, and organizational climate: Examining leadership strategies for establishing an

organizational climate regarding ethics. *Journal of Business Ethics* 55 (3):223-241.

Hartog, D. N., R. J. House, P. J. Hanges, and S. A. Ruiz-Quintanilla. 1999. Culture specific and cross-culturally generalizable implicit leadership theories: Are attributes of charismatic/transformational leadership universally endorsed? *Leadership Quarterly* 10 (2):219-256.

Hofstede, G. (1980). *Culture's consequences: International differences in work-related values.* Beverly Hills, CA: Sage.

Hofstede, G. (1991). *Culture and organizations: Software of the mind*. London, UK: McGraw Hill.

House, R, Javidan, M, Hanges, P, & Dorfman, P (2002). Understanding cultures and implicit leadership theories across the GLOBE: an introduction to project GLOBE. *Journal of World Business*, *37*, 3-10.

Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2002). *Leadership: Enhancing the lessons of experience* (4th ed.). Boston: McGraw-Hill Irwin.

Ko, C-K A. (1995).Towards an understanding of overseas chinese management. *Journal of Management Systems. 7(1)*, 13-28.

Lee, S. K. (1987). *A Chinese conception of 'management': An interpretive approach*. Doctoral dissertation, School of Education, University of Massachusetts, Amherst.

Lord, R, & Maher, KJ. (1991). *Leadership and information processing*.Boston: Unwin Hyman.

Lin, C. (2009). Cultural influences on moral reasoning capacities of purchasing managers: a comparison across the Taiwan strait. *International Journal of Social Behavior and Personality*, 37 (2), 203-208.

Mayer, D. M., M. Kuenzi, R. Greenbaum, M. Bardes, and R. Salvador. 2009. How low
     does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior
     and Human Decision Processes* 108 (1):1-13.

Melloan, G. (2004, January 6). Feeling the muscle of the multinationals. *Wall Street
     Journal.*

Oshagbemi, T, & Gill, R. (2004). Differences in leadership styles and behavior across
     hierarchical levels in uk organizations. *Leadership and Organization Development
     Journal*, 25 (1), 93-106.

Payne, D, Raiborn, C, & Askvik, J (1997). A global code of business ethics. *Journal of
     Business Ethics*. *16*, 1727-1735.

Posner, B., & Schmidt, W. (1984). Values and the American manager: An update.
     California Management Review, XXVI, 202–216.

Pun, K. F., Chin, K. S., & Lau, H. (2000). A review of the Chinese cultural influences on
     Chinese enterprise management. *International Journal of Management Reviews, 2*(4),
     325- 338.

Republic of China (Taiwan), Government Information Office. (2010). *People and
     language* Retrieved from: http://www.gio.gov.tw/taiwan-website/5-
     gp/yearbook/02People&Language.pdf

Tjosvold, D., & Leung, K. (2003). *Cross-cultural management: Foundations and future*.
     England: Ashgate Publishing Limited.

Treviño, L. K., Weaver, G. R., & Brown, M. E., 2008. It's lovely at the top: Hierarchical
     levels, identities, and perceptions of organizational ethics. *Business Ethics Quarterly*
     18(2): 233-253.

Tsui, A. S., & O' Reilly, C. A. (1989). Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads. *Academy of Management Journal. 32,* 402-423.

Resick, C.J., Hanges, P.J., Dickson, M.W., & Mitchelson, J.K. (2006). A cross cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics*, *2006*, 345-359.

Robinson, D.A., & Harvey, M (2008). Global leadership in a culturally diverse world. *Management Decision. 46,* 466-480.

Schminke, M., Cropanzano, R., & Rupp, D. E. (2002). Organization structure and fairness perceptions: The moderating effects of organizational level. *Organizational Behavior and Human Decision Processes, 89,* 881-905.

Stuhr, J. (1991). Cultural identity, cultural authenticity. *Social Alternatives,* 10 (2), 27-29.

Yan, J., & Hunt, J. G. (2005). A cross cultural perspective on perceived leadership effectiveness. *International Journal of Cross Cultural Management*, 5, 49-66.

Weaver, G.R. (2001).Ethics programs in global business: culture's role in managing ethics. *Journal of Business Ethics. 30,* 3-15.

Date of Birth: 9-7-83

Place of Birth: Huntington, West Virginia

Scholastic Honor's: Bachelor's of Science in Agricultural Economics

Name: Chi-Shou Justin Yang