INFLUENCE OF INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) ON LEADER-FOLLOWER RELATIONS, LEADER BEHAVIOR AND FOLLOWER'S POSITIVE WORK ATTITUDES

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Thesis Abstract

Dilek Yılmaz Börekçi, “Influence of Information and Communication Technologies (ICT) on Leader-Follower Relations, Leader Behavior and Follower’s Positive Work Attitudes”

This study presents a model aimed to show influence of situational and orientational factors on leader-follower relations and leader behavior through the mediation of ICT usage by leader and follower, and influence of ICT usage by leader and follower on follower’s positive work attitudes through the mediation of leader-follower relations and leader behavior. The model was tested by utilizing sales representatives from the pharmaceutical sector in Turkey. Mediated multiple regressions based on follower perceptions were implemented. The results supported the hypothesized relations building the model. Study findings indicate that ICT usage by leader and follower mediates situational and orientational factors’ influence on leader-follower relations and leader behavior, and its influence on follower’s positive work attitude is mediated by leader-follower relations and leader behavior.

Tez Özeti

Dilek Yılmaz Börekçi, “Bilgi ve İletişim Teknolojilerinin Lider-Takipçisi İlişkileri, Lider Davranışı ve Takipçisinin Pozitif İş Tutumlarına Etkisi”

Bu çalışma; lider ve takipçisinin teknolojik ve kültürel eğilimleri, demografik özellikleri ile çalışma ortamının özelliklerinin lider ve takipçisinin Bilgi ve İletişim Teknolojileri kullanımı üzerinden lider-takipçisi ilişkileri ve lider davranışına etkilerini, ve lider ve takipçisinin Bilgi ve İletişim Teknolojileri kullanımının lider-takipçisi ilişkileri ve lider davranışı üzerinden takipçisinin pozitif iş tutumlarına etkisini göstermeyi amaçlayan bir model sunmaktadır. Model ilaç sektöründen satış temsilcilerinin katılımlarıyla test edilmiştir. Çalışmada takipçi algılarına dayalı olarak ara değişkenli regresyonlar yürütülmüştür. Sonuçlar modeli oluşturan hipotetik ilişkileri desteklemektedir. Çalışma sonuçları lider ve takipçisinin Bilgi ve İletişim Teknolojileri kullanımı üzerinden lider ve takipçisinin teknolojik ve kültürel eğilimleri, demografik özellikleri ve çalışma ortamının özelliklerinin lider-takipçisi ilişkileri ve lider davranışını etkilediğini ve bu kullanımın takipçinin pozitif iş tutumlarını lider-takipçisi ilişkileri ve lider davranışı üzerinden etkilediğini göstermektedir.

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I would like to dedicate this dissertation to my husband İlyas,

to my daughter Jülide İdil and to my son Mehmet Hasan

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1. INTRODUCTION

Information and Communication Technologies (ICT) increasingly influence organizations' internal and external communication and business processes. Reports show that there exist a high number of individuals willing to work at their homes (telecommuting) and do their jobs via their connections to their company networks (US Coast Guard, 2002). Most of those people want to be working as free-lancers and on a contract basis with possibly more than one company at a time. In other words, they want to have control over their work environments. These electronically connected free-lancers are said to 'join together into fluid and temporary networks to produce and sell goods and services' (Malone & Laubacher, 1998, pp.146). There is also an increase in the number of temporary workers (Malone & Laubacher, 1998).

All those telecommuters, free-lancers, temporary workers and also permanent employees of ICT influenced organizations are able to communicate with the world instantly. Thus, they are possibly members or potential members of various on-line communities. In addition, those people feel themselves very comfortable in their direct communication with their leaders since some forms of ICT may enable them avoid power distances. Moreover, organizational knowledge is placed on the Web and is open to the employees. Therefore, an employee can trace the knowledge which is not related to his/ her area. There are also other distant learning opportunities that can be used without permission and so one can develop his/ her abilities as he/ she wishes easily.

It is valid to ask whether those leaders and followers who use ICT have better or worse relations than the ones who do not use ICT. Which leadership styles survive in that environment? Is it possible to build positive work attitudes such as trust and loyalty when leader and follower work in different locations using ICT? Does traditional communication such as face-to-face communication have a diminishing importance in such ICT dominated environments?

The main research purpose in this study was to analyze influence of situational and orientational factors on leader-follower relations and leader behavior through the mediation of ICT usage by leader and follower, and influence of ICT usage by leader and follower on follower's positive work attitudes through the mediations of leader-follower relations and leader behavior.

2. THEORETICAL FRAMEWORK

2. 1. Literature Review

2. 1. 1. Information and Communication Technologies (ICT) Usage

New Economy is defined as comprising of ICT, intellectual assets, electronic libraries and databases, and biotechnology (Baliamoure, 2002). ICT is the short for the information and communication technologies. ICT includes information technology, telecommunication, broadcasting, enabled services and industries capable of carrying any type of information (text, data, voice or

video). Information and Communication Technologies have started to converge since emerging digital technologies lead to transporting any kind of information over the same infrastructure (Vijayanand and Ananda, 2003). For example, although the Internet was previously used as an information technology tool, now it is used as a communication media. Likewise, mobile telephones were mainly used for communication, now are used for information technology tools.

ICTs changed the way people communicate, conduct business and socially interact (Vijayanand and Ananda, 2003). These changes force firms adapt to the organizational forms that promise to survive. ICTs influence transactions and communications of companies and so the way they conduct business in various ways (Vijayanand and Ananda, 2003). Economists' research show that when it is economical to conduct transactions in-house companies get larger, but when the reverse is true they get smaller conducting their work via independent entities in the market (Malone and Laubacher, 1998). Since sharing information among many people from many locations is instant and cheap via ICT, centralized decision making and expensive bureaucracies becomes less valuable (Malone and Laubacher, 1998). Kanter (2001, pp. 2) reports that many of the businesses moving to the Web 'have also modified or rebuilt their organizations to incorporate Internet technology and its attributes –openness, collaborativeness, and flexibility- into internal work processes and, by extension, into their relationships with partners and suppliers.'

The Internet driven environment leads to high levels of subcontracting and project type of works where the involved parties are together for a limited

period of time and so work is most important in the relation not endurance of relations. Those organizations facilitate diverse teams of professionals. Even mobile employees such as sales representatives, truck drivers and service personnel are able to use the mobile Internet (Raisinghani, 2001). Organizations utilize just-in-time employment with great ease because e-recruiting is possible with lots of professional people applying to the web address of the company.

Daft (1999) mentions channel richness and classify electronic communication in a continuum with traditional communication channels. While face-to-face communication is taken as the richest, electronic communication takes place in the middle of the continuum. He criticizes the electronic communication as lacking the element of 'being there' while increasing the speed of communication. However, he adds that video conferencing is an improvement at that point.

As Brocklehurt (2001) states if telecommuting and working at time one wishes become common practice, then organizations are not in easy terms to lead. Those employees become separate from both his/ her leader and his/ her colleagues. Kocharekar (2001, pp.35) emphasize that managers will 'learn to manage organizational processes and systems in an environment where they will not have full control over them.' As Raisinghani (2001) state, firms have to reengineer their business processes including their remote working employees. Yoo and Alavi (2002) cite previous research as noting that computer-mediated communication influence emergent leadership in distributed teams.

According to Kanter (2000); derived from the basic principles of community –shared identity, shared knowledge, mutual collaboration- electronic communication is transforming both the business and human sides of the organizations. Baliamoure (2002) states that in the ICT influenced organization one wonders whether the employees working in different locations using the Internet and mobile phones communicating through phone, e-mail, private chat and web can build positive work attitudes such as trust and loyalty.

Since in ICT influenced organizations more informal links such as e-mails exist, it may be possible for an employee to reach upper level managers, bypassing middle managers and colleagues, building a path to develop relations. This may well be a threat to the middle managers. Kanter (2001) states that managers should learn to spread information rather than hoard it and notes that due to the Internet mediated communication is distrusted while it is possible to reach the source easily.

Emancipation from control and power, and empowering the ones who have no power is in the very heart of ICT related critical theory literature (Dawson and Newman, 2002; Ngwenyama and Lee, 1997; Klein and Myers, 1999). Adam and Kreps (2006) indicate that women, disabled and other alienated groups can benefit from ICT's emancipating values (e-learning, e-government, web accessibility etc.). Heng and de Moor (2003) present the Internet-based information systems as Habermesian communicative platforms very close to the ideal democratic, emancipating and empowering one. Surveillance (panopticon) property of ICT, as the capacity of ICT to enable

people closely observe someone or be observed by someone, is another area of interest for critics of ICT (Stahl et al., 2005; Jackson et al., 2006).

2. 1. 2. Situational Factors Related to ICT Usage

Treating the information systems as social systems means that it is not possible to appreciate information systems apart from the people around them, their social relationships and their daily work practices (Mosse, 2004). The author also states that a complex process influenced by the personal and situational characteristics of the context and the participants produce communication and interaction effectiveness.

Yoo and Alavi (2002) raise the question “How would one gain trust and power form others when they are in different geographic locations, primarily communicating through electronic mail?” emphasizing the importance of employment arrangement in communication. Organizations can utilize different modes of employment arrangements such as free-lancing, part-time and telecommuting. Free-lancing means pursuing a profession without long-term commitments to any one employer. Since it is very feasible to establish one’s own company and work for oneself in the Internet influenced business environment, free-lancing is very attractive. Part-time working means not working full time. The Internet multiplied the number of such employees. Telecommuting means working from home some or all of the time (Pratt, 2000). Brocklehurst (2001) states that telecommuting people work at home and at times they prefer. The Internet multiplied the number of such employees, too. Mobile working means working off-cite some or all of the time.

The Internet multiplied the number of such employees and increased the effectiveness of such working.

In terms of the demographics, Baliamoure (2002) states that there is some evidence supporting education's positive impact on ICT diffusion. In addition, women are said to be less prepared for and less represented in ICT used jobs (Lizie et al., 2004).

2. 1. 3. Technological and Cultural Orientation Factors Related to ICT Usage

ICT usage in organizations necessitates "careful consideration of the implementing organization's culture and the cultures of the organizations and countries that will communicate with that organization" (Soernes, Stephens, Saetre and Browning; 2004, pp. 2). In search for the extension of national culture dimensions to organizational culture Hofstede, Neuijen, Ohayv and Sandars (1990) proposed that studying practices like symbols, heroes and rituals give more satisfactory results. They identified value dimensions as need for security (uncertainty avoidance), work centrality (masculinity) and need for authority (power distance). Power distance means the extent of acceptance of the fact that power in institutions and organizations is distributed unequally. Uncertainty avoidance shows the extent of feeling threatened by uncertain situations and trying to avoid these cases by advancing stability. Masculinity shows the extent of dominant values as masculine. Soernes et al. (2004) indicate that low power distance cultures use more rich media such as face-to-face communication and less ICT since there are few communication barriers based on power or status. They state that low uncertainty avoidance is related

to early adoption of ICT in the literature and different ICT are used in combination to reduce uncertainty and ambiguity.

Hall (cited in Senior, 1997) indicates that people's interpretation and creation of communications very much depend on the cultural context. According to this idea, there is a distinction between high-context and low-context cultures. Mead (1994) characterizes high-context cultures as leading to long lasting relationships with deep personal involvement, due to shared codes economical and efficient communication, loyalty to and from superiors and subordinates, preference of spoken rather than written agreements due to the belief that written agreements can be changed according to changing conditions and a discrimination between insiders and outsiders. He states that in low-context cultures relationships do not last long and there is no deep personal involvement, messages should be very explicit since the contextual clues are not used, written agreements are common, authority is diffused in the bureaucratic system and it is difficult to find responsible people, there is less discrimination between insiders and outsiders, and cultural patterns change rather fast. Schein (1996) note that in low-context cultures words and actions have clear universal meanings while in high-context cultures words and actions can be understood only in context. Beer (2003) emphasizes that since in high-context groups people have close connections over a long period of time, they can understand each other's even implicit behaviors. In contrast, in low-context groups people generally have multiple short-term connections so to adapt those people should learn the explicit cultural behavior and beliefs to behave accordingly. Hermeking (2005) asserts that since low-context cultures exchange lots of written/ detailed information and avoid personal

contact, it is expectable that they utilize electronical communication media extensively.

In the literature (Hogarty and Kromrey, 2000) constructs such as technology attitude, technological affinity and technological aversion are indicated as representing general attitude towards technology. In this research, we used technological orientation as representing leader's and follower's general interests in technology. What is meant by technology here is computers, softwares, hardwares, networked applications etc.

2. 1. 4. Leadership

Leadership is defined by Bryman (cited in Buchanan et al., 1997) as influencing the organization's members to achieve some envisioned goals in contrast to management which involves handling routine transactions. Initially, the researchers working on leadership issues focused on identifying some special traits of leaders, but in the end of 1940s some of the researchers concluded that there is no such bundle of traits and leadership is context dependent (Bennis & Nanus, 1986).

Contingency approach to leadership was initiated by Fiedler (Buchanan et al., 1997) in 1970s and points that leadership should be able to adapt to situation, emphasizing context. Using a measure called least preferred coworker scale, he conducted a survey and concluded that the context is determined by task-structure, position power and leader-member relations. The weakness of this approach is that it has not showed which type of leadership performs well in which situation. This issue remains controversial in

the literature. Path-goal theory developed by House (House & Mitchell, 1974) is a similar contingency approach. According to this theory, a leader should find the most suitable behavior for each employee in a certain situation. That behavior should both be acceptable and motivating. Another contingency approach is Vroom and Yetton's leader participation model stating that depending on the situation a leader should follow a given set of rules to determine the participation structure in decision making (cited in Robbins & Coulter, 1998).

Fleishman's team at the Ohio State University initiated the studies of leadership behaviors (Buchanan et al., 1997). According to their analysis two main leadership behaviors appeared as consideration and initiating structure. While considerate leaders emphasize sensitivity to the subordinates' needs, initiating leaders emphasize performance and achievement. The leaders showing both behaviors are described as more successful. Almost in the same period were the Michigan studies placing at bipolar ends the employee-oriented and job-oriented dimensions (Misumi & Peterson, 1985). PM leadership theory (Misumi et al., 1985) is also a behavioral approach to leadership. This theory builds upon performance and maintenance behaviors. Performance function emphasizes performing group goals while maintenance function emphasizes maintenance of group cohesion. Like Ohio studies these two dimensions are not treated as bipolar, rather a leader having both behaviors is seen as a more effective one in Japan. These dimensions have also similarities to the dimensions identified in the Ohio studies. While maintenance function is very much similar to considerate structure, performance dimension is more involved than initiating structure. House

(1974) identified directive behavior similar to initiating behavior and supportive behavior similar to consideration. Moreover, he identified participative and achievement-oriented behaviors.

Paternalism indicates a more intricate relationship between the involved parties than what an organizational hierarchy requires (Mead, 1994). In such a relationship there are two parties: one is a patron who protects, helps, cares and guides the other party who is a subordinate loyal and deferent to the patron. Kim (1994) underlines the similarity between a paternalist employer and a father. The parties act in reciprocity terms in their relationship. Paternalist relationships may develop within and also among organizations. This kind of relationships enables the involved parties to exchange certain monetary, social and other types of resources (Mead, 1994).

Fleishman and Harris (cited in Buchanan et al., 1997) demonstrated significant relationships between the leader behavior of industrial supervisors and the behavior of their group members. Bass (1996) cites Weber as noting that charismatic leaders generally emerge during crisis periods. Charismatic leaders are stated to be able to transform followers' 'needs, values, preferences and aspirations' (House, Spangler & Woycke, 1991, pp. 364). Daft (1990, pp. 335) states that since those leaders 'appeal to both the heart and the mind', they have a great influence on their followers. House, Spangler and Woycke (1991) claimed that leader effectiveness depends on their personality and charisma and not only on their control.

Bass (1996) states that transactional leadership can service structure and readiness that is already in place while transformational leadership adds to the structure and readiness by helping the followers to transcend their own

immediate self-interests and by increasing their awareness of the larger issues. Bass (1996) reports greater stress creation of transactional leadership style and stress reduction of transformational leaders. Bennis and Nanus (1986) take transformative leadership as necessary to face the complexity and uncertainty that the future is to bring.

Bureaucratic leaders are defined by Weber (Mintzberg, 1979b) as strictly applying the rules and procedures. They establish control layers. Routine is the very word to describe the work atmosphere around those bureaucratic leaders. Mintzberg (1979b) mentions emphasize on regulated formal communication and limited use of mutual adjustment due to various blocks to informal communication in the bureaucratic environments.

Noting that a leader exists when there are followers, some researchers focused on the relationship between leader and followers. Such dyadic researchers concentrated on the exchange between a leader and a follower (Daft, 1999). Dyadic leader-member exchange (LMX) theory states that leadership should be customized for each member (Graen and Scandura, 1987; Graen and Uhl-Bien, 1995). Those customized relationships both benefits follower and organization (Graen and Uhl-Bien, 1995). Mead (1994) analyzed patronage relationship where there is a patron who cares, guides and supports his/ her subordinate while the subordinate is loyal, respectful and deferent to the patron. Newsome, Day and Catone (2000) state that “the leader and follower interaction pattern must evolve to accommodate the changing nature of these interactions.” They assert that since leadership takes place in an increasingly open system, the leader-follower interaction should be treated with consideration. Northouse (cited in Dionne, 2000) indicates that

one of the strengths of LMX is the fact that it makes us realize the importance of communication in leadership.

Leader-follower relations include factors such as frequency of leader-follower interaction and reciprocal expectations. Frequency of leader-follower interaction represents how often leader and follower are involved in a relationship. Casson and Nicholas (cited in Mead, 1994) point that when there is high social mobility, the frequency of contacts decrease. The leader has access to some economic and instrumental resources such as money, work opportunities, choice of work detail, a contract, service and some social resources such as support and protection, information, votes (Mead, 1994). The follower has resources such as loyalty, service, information and protecting leader's interests. Mead (1994) mentions exchange of those distributed resources. The parties decide to exchange resources based on their perceptions of interests (Mead, 1994). The leader may need loyalty and service while the follower needs work and training opportunities. As a result, those reciprocal expectations determine leader-follower relations. Shared destiny indicates whether leader and follower plans and envisions a shared future. Adler (2001) refers to this component as determining trust.

Yoo and Alavi (2002)'s questions "How can one lead others when one cannot 'see' them face-to-face?" and "How would one gain trust and power form others when they are in different geographic locations, primarily communicating through electronic mail?" signal the contingency approach, the ICT enabled organizational environments should be different to work and lead. Since both structure and culture of organizations are in relation with ICT, it should be difficult to lead and to establish relationships. While telecommuting

employees and temporary partners may prefer a leader easing their telecommuting, providing connections with the other involved parties, motivating the commitment to the work done at least during the current project, enabling their access to partner resources and appreciating their loyalty; the ones who work in the office and the core partners who work traditionally may prefer traditional leadership style. Then, it may be concluded that a leader in that environment should better be answering the differing needs of followers due to ICT influence.

As Kiesler and Sproul (1992) state in the computer-mediated communication people become more task-oriented. Sossik et al. (1997) noted that transformational leadership generated more original solutions, supportive remarks, solution clarifications, and questions about solutions and reported higher levels of perceived performance, extra effort, and satisfaction with the leader in computer-mediated communication environment.

2. 1. 5. Follower's Positive Work Attitudes

In this study, follower's positive work attitudes comprise of loyalty, trust, distributive justice, procedural justice, interactional justice, satisfaction and organizational commitment. Loyalty shows faithfulness to leader or goals of the organization or colleagues or other points of reference (Adler, 2000; Mead, 1996; Morgan, 1996). Morgan (1996) gives example of organizations where loyalty to the goals of the organization is above all the others. Kanter underlines the trend in the Internet dominated environments as 'from blind

loyalty to renewable commitment' (Kanter, 2001, pp.225). Kanter emphasizes the fact that with many alternatives and information within the reach of several mouse clicks, employees are not in easy terms to close their eyes to new offers and opportunities. She notes that 'loyalty depends on constantly updated value' (Kanter, 2001, pp.226).

According to Mead (1994) building trust is necessary for a patronage relationship. Zucker (cited in Harris, 2002) argues that trust may be treated as a process since it depends on the experience resulting from repeated transactions. When time pass by and number of repeated contacts increase and so trust is built in several patronage relationships then we can talk about networks of those relationships like consortiums for tender openings. Adler (2001) states that a sense of shared destiny both depends on and nourishes mutual trust. He refers to modern form of trust as reflexive trust (studied trust).

Mead (1996) mentions fairness of some leader acts. Whether an act is fair or not is dependent on follower perception. Distributive justice indicates whether employees receive fair rewards in exchange for their performance inputs (Moideenkutty et al., 1998). Niehoff and Moorman (1993) mentions procedural justice as using some procedures in making decisions of outcome allocations and in handling disputes. They determine interactional justice as the fairness of treatment while those procedures are implemented.

George and Jones (1996) state that follower satisfaction shows how satisfied workers are with the outcomes they receive from their jobs. Communication satisfaction is used as a measure for quality of leader-follower relations (Moideenkutty et al., 1998).

Organizational commitment represents an employee's identification with and involvement in organizational matters (Kim, 1994). According to the literature (Kim, 1994), a committed employee believe in and accept organizational values and goals, is willing to perform with high effort for the organization and want to stay as a member of the organization. Kanter (2001) states that long-term commitment is determined by the chance to speak up and be listened to and the feeling of making a difference.

2. 2. Conceptual Model and Hypotheses

2. 2. 1. Conceptual Model

In the model shown in Figure 2.2.1, the author proposed that Information and Communication Technologies (ICT) usage in an organizational context influences follower's positive work attitude through the mediation of leader-follower relations and leader behavior. In addition, situational (employment arrangement and organization's technical support) and technological/ cultural orientation parameters were pointed as influencing leader-follower relations and leader behavior through the mediation of ICT usage in organizations.

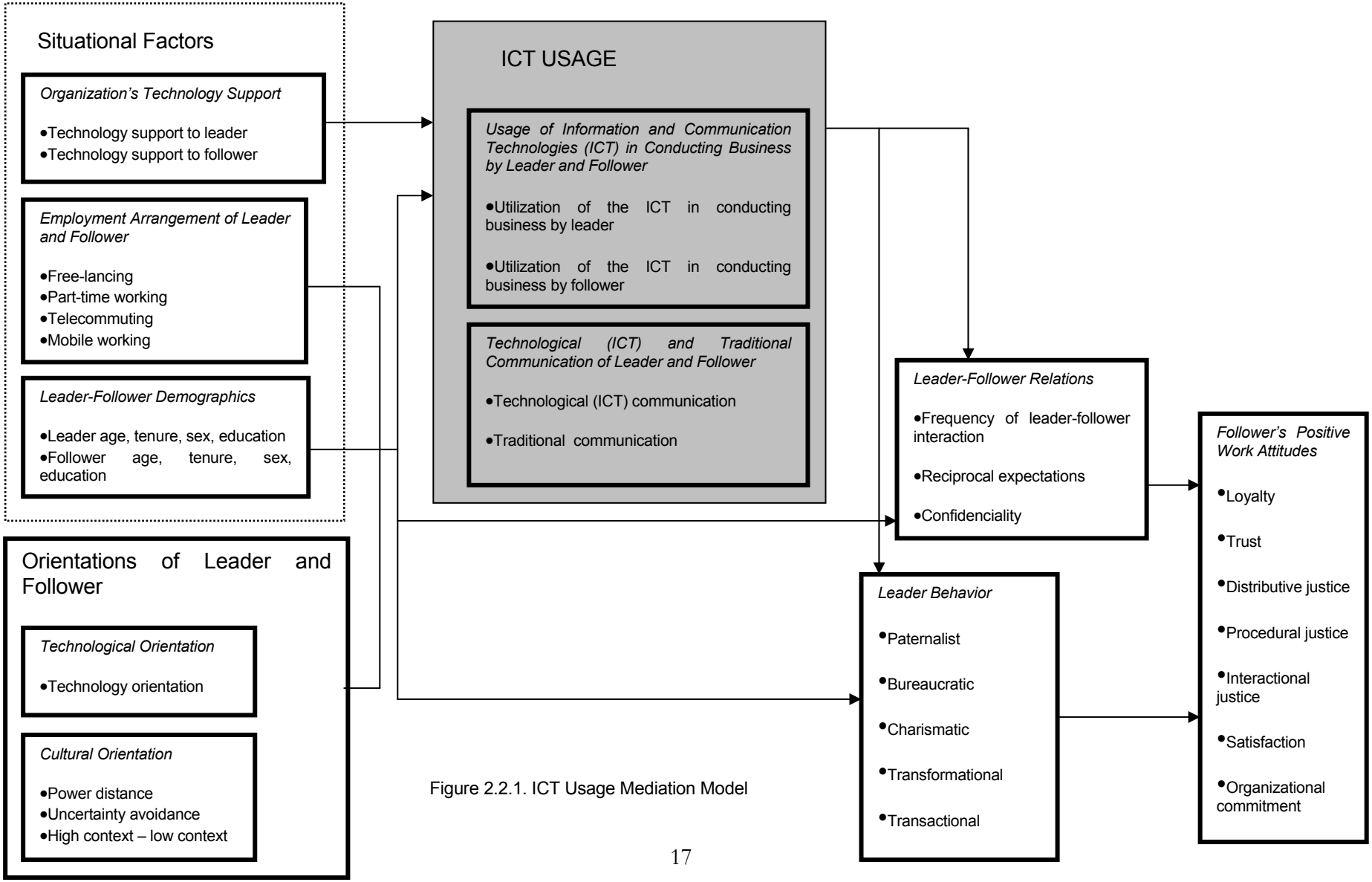

Figure 2.2.1. ICT Usage Mediation Model

2. 2. 2. Hypotheses

External and internal influence of the Information and Communication Technologies (ICT) on the organizations is irresistible. The need to reach information and knowledge instantly and extensively makes organizations adapt ICT in both the local and global arena. That is why it is important to analyze the leaders' and followers' ICT usages and antecedents and consequents.

Media Richness Theory by Daft and Lengel (1986) states that organizations process information to reduce uncertainty and equivocality. In ICT dominated environments, employees can reach their leaders by direct e-mails and their leaders can reply those e-mails. In on-line discussion platforms for on-going projects, any body can state what they want without any hesitation. High uncertainty avoidance people use ICT to ease the feeling of threatened by uncertain situations and to try to avoid these cases by advancing stability. Since in low-context cultures words and actions have clear universal meanings while in high-context cultures words and actions can be understood only in context, there will be a reverse relation between contextual orientation and ICT usage.

According to the Dyadic Theories (Uhl-Bien et al. 2000) there is an exchange between a leader and a follower. It is argued that a single leader forms different relationships with different followers. Media Richness Theory proposes that leaders sensitive to different media choices and capacities could develop their relational communications.

Hypothesis.1. Cultural orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of traditional communication of leader and follower.

Hypothesis.2. Cultural orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of technological (ICT) communication of leader and follower.

Hypothesis.3. Cultural orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of usage of the Information and Communication Technologies (ICT) in conducting business by leader and follower.

Bhattacherjee and Premkumar (2004) state that if one has interest in technology, then one would use Internet and associated tools more readily.

Hypothesis.4. Technological orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of usage of the Information and Communication Technologies (ICT) in conducting business by leader and follower.

Hypothesis.5. Technological orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of technological (ICT) communication of leader and follower.

According to Bandura's Social Cognitive Theory (2001) human behavior is the result of the interaction of personal factors, behavior and the environment. That is why situational factors affect technology usage.

Hypothesis.6. Situational factors influence leader-follower relations and leader behavior through the mediation of traditional communication of leader and follower.

Hypothesis.7. Situational factors influence leader-follower relations and leader behavior through the mediation of usage of the Information and Communication Technologies (ICT) in conducting business by leader and follower.

Hypothesis.8. Situational factors influence leader-follower relations and leader behavior through the mediation of technological (ICT) communication of leader and follower.

Moreover, both leader behavior and leader-follower relationship influence followers (Lengel cited in Daft, 1999). High quality relations have been shown positively related job satisfaction and organizational commitment (Uhl-Bien et al. 2000; Dionne, 2000).

Hypothesis.9. Usage of the information and communication technologies (ICT) in conducting business by leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations and leader behavior.

Hypothesis.10. Technological (ICT) communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations and leader behavior.

Hypothesis.11. Traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations and leader behavior.

3. RESEARCH DESIGN AND METHODOLOGY

3. 1. The Study Design and Data Collection Method

In the first phase of this study, the author communicated (both e-mails and telephones) with HR personnel from pharmaceutical companies and was able to take information regarding their organizations' employment arrangements, their sales teams and leaders.

In the second phase of the study, a survey was conducted. This survey was electronically posted to the followers from various levels of the representatives from the interviewed companies in the previous phase. Some sales representatives participated in the survey via cooperating pharmacists and doctors. Those participants were asked to evaluate their relationships with their immediate manager and their manager's behavior. They also answered statements related to their organizations and ICT usage. In both phases, follower perceptions were tried to get.

3. 2. The Sample

The sample was a non-probability sample and it is one of convenience. The organizations to be studied were chosen from several pharmacy companies' lists. The participants were followers from various levels of those selected organizations who are not new comers. Fifty six companies were contacted.

Only four of them cooperated and administered the surveys. Most of the sales representatives participated via pharmacists and doctors. They were from various parts of Turkey (Edirne, Mersin, Istanbul, Malatya, Adana and Izmir).

Of the 400 surveys mailed, 190 were returned for a total response rate of 47 %. 11 of 190 surveys were in ill condition. Out of 179 followers, 47 were female and 132 were male. Distributions to the age intervals were as 10 in 18-24, 138 in 25-34, 30 in 35-45 and 1 in 45<. 145 were university graduates, 23 had master degrees, 10 were high school graduates and 1 had doctorate degree. 11 out of 179 were part-time employees while 58 out of 179 were freelance. Sample characteristics are given in Table 3.2.1.

Table 3.2.1. Sample Characteristics

Sample Demographics	*N=179*	*%*
Gender		
Male	132	73.74%
Female	47	26.26%
Age		
18-24	10	5.59%
25-34	138	77.09%
35-45	30	16.76%
45<	1	0.56%
Education		
High School	10	5.59%
University	145	81.01%
Master	23	12.84%
Doctorate	1	0.56%
Freelance Arrangement		
Freelance	58	32.40%
Not-Freelance	121	67.60%
Part-time Arrangement		
Part-time	11	6.15%
Full-time	168	93.85%

3. 3. Operational Definitions of the Study Constructs

In this part of the study operational definitions of the study constructs are given. Theoretical basis and measures of the constructs are presented in detail. In this research, special effort was given to utilize and build upon the existing scales in the literature. Where appropriate, new scales were developed to measure the items. Initially developed scales were examined by area experts and necessary modifications were implemented.

3. 3. 1. Operational Definitions of Orientations of Leader and Follower

Technological Orientation of Leader. Since it is assumed that if one has interest in technology, then one would use Internet and associated tools more readily (Bhattacherjee & Premkumar, 2004); three items that measure general interest in technology were used in the survey such as 'My manager likes adapting new technology to the business'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Leader Power Distance. The scale developed by Dorfman and Howell measuring cultural dimensions at the individual level (cited in Culpepper&Watts, 1999) were adapted to measure power distance. There were six items such as 'My manager beliefs that managers should make most decisions without consulting subordinates'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Leader Uncertainty Avoidance. The scale by Dorfman and Howell measuring cultural dimensions at the individual level (cited in

Culpepper&Watts, 1999) were used to measure uncertainty avoidance. There were four items (dropping one item from the original scale) such as 'My manager expects employees to closely follow instructions'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Leader Contextual Orientation. According to the contextual orientation literature (Beer, 2003), a scale with two items was formed. The items were 'My manager uses less verbally explicit communication' and 'My manager uses less written/ formal information'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Technological Orientation of Follower. Since it is assumed that if one has interest in technology, then one would use Internet and associated tools more readily (Bhattacherjee & Premkumar, 2004); three items that measure general interest in technology were used in the survey such as 'I like adapting new technology to the business'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Follower Power Distance. The scale developed by Dorfman and Howell measuring cultural dimensions at the individual level (cited in Culpepper&Watts, 1999) were adapted to measure power distance. There were six items such as 'I believe that managers should make most decisions without consulting subordinates'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Follower Uncertainty Avoidance. The scale by Dorfman and Howell measuring cultural dimensions at the individual level (cited in Culpepper&Watts, 1999) were used to measure uncertainty avoidance. There were four items (dropping one item from the original scale) such as 'I believe

that employees should closely follow instructions'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Follower Contextual Orientation. According to the contextual orientation literature (Beer, 2003), a scale with two items was formed. The items were 'I use less verbally explicit communication' and 'I use less written/ formal information'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

3. 3. 2. Operational Definitions of Situational Factors

Organization's Technology Support. Organization's technology support to leader and follower was measured by checking its provision of technology platforms such as the Internet/ Intranet, provision of technology tools such as handsets/ notebooks, provision of technology support staff and provision of technology training. There are seventeen items such as 'I have access to the Internet'. The scale is forced choice (yes/ no). The resulting organization's technology support score was obtained by adding those seventeen items in the interval (0-17).

Employment Arrangement. Free-lancing was measured by a categorical (1/ 0) scale asking whether the follower works as a freelancer or not. Part-time working was measured by a categorical (1/ 0) scale asking whether the follower works as part-time or not. Follower telecommuting was measured by single item asking telecommuting frequency of follower. Likert scale (1-5) with 1 never and 5 always was used. Leader telecommuting was measured by

single item asking telecommuting frequency of leader. Likert scale (1-5) with 1 never and 5 always was used. Follower mobile working was measured by single item asking mobile working frequency of follower. Likert scale (1-5) with 1 never and 5 always was used. Leader mobile working was measured by single item asking mobile working frequency of leader. A rating scale (1-5) with 1 never and 5 always was used.

Leader and Follower Demographics. Tenures of leader and follower were measured by interval (1-5) scales, where 1 was for less than one year and 5 was for more than 10 years. Experiences in the area of leader and follower were measured by interval (1-5) scales, where 1 was for less than one year and 5 was for more than 10 years. Sexes of leader and follower were categorical (0=female, 1=male). Education levels of leader and follower were measured by ordinal (1-5) scales, where 1 was for high school and 5 was for doctorate degrees. Ages of leader and follower were measured by interval scales (1-4), where 1 was for 18-24 and 4 was for 45<.

3. 3. 3. Operational Definition of Usage of Information and Communication Technologies (ICT) in Conducting Business by Leader and Follower

Utilization of the Internet in Conducting Business by Leader. Twelve different usages of the Internet in conducting business such as online access to company databases were identified from the literature (Kanter, 2001). The items were measured by a rating scale (1-5) with 1 never and 5 always.

Utilization of the Internet in Conducting Business by Follower. Eight different usages of the Internet in conducting business such as reporting were identified from the literature (Kanter, 2001). The items were measured by a rating scale (1-5) with 1 never and 5 always.

Utilization of Mobile Phone in Conducting Business by Leader. Usages of mobile phone in conducting business such as communicating with suppliers/ customers were identified. The two items were measured by a rating scale (1-5) with 1 never and 5 always.

Utilization of Mobile Phone in Conducting Business by Follower. Usages of mobile phone in conducting business such as communicating with suppliers/ customers were identified. The two items were measured by a rating scale (1-5) with 1 never and 5 always.

3. 3. 4. Operational Definitions of Technological (ICT) and Traditional Communication of Leader and Follower

Technological Communication of Leader. The Internet's and mobile phone's eight usages in communication by leader such as communicating with follower were identified and measured by a rating scale (1-5) with 1 never and 5 always.

Traditional Communication (not face-to-face) of Leader. Two items asking fax and assistant usages were measured by a rating scale (1-5) with 1 never and 5 always.

Traditional Communication (face-to-face) of Leader. One item asking face-to-face communication usage was measured by a rating scale (1-5) with 1 never and 5 always.

Technological Communication of Follower. The Internet's and mobile phone's four usages in communication by follower such as communicating with leader were identified and measured by a rating scale (1-5) with 1 never and 5 always.

Traditional Communication (not face-to-face) of Follower. Two items asking fax and assistant usages were measured by a rating scale (1-5) with 1 never and 5 always.

Traditional Communication (face-to-face) of Follower. One item asking face-to-face communication usage were measured by a rating scale (1-5) with 1 never and 5 always.

3. 3. 5. Operational Definition of Technological (ICT) Communication of Leader and Follower with Other Parties

Usage of ICT by Leader in Communicating with Other Subordinates. Leader's the Internet and mobile phone usage in communicating with other subordinates were measured as two items by a rating scale (1-5) with 1 never and 5 always.

Usage of ICT by follower in communicating with the upper management. Follower's the Internet and mobile phone usage in communicating with upper management were measured as two items by a rating scale (1-5) with 1 never and 5 always.

Usage of ICT by follower in building networks. Follower's usage of the Internet in building networks such as on-line access to career sites and communicating with people from the same subject area were measured as two items by a rating scale (1-5) with 1 never and 5 always.

3. 3. 6. Operational Definition of Leader-Follower Relations

This construct comprised of one item for frequency of the interaction between leader and follower, five items for leader expectations, nine items for follower expectations and three items for confidentiality. Leader and follower expectation items were identified from the literature (Rousseau, 2000 and Mead, 1994) such as 'My manager believes that I can provide her/ him with protection of her/ his interests' and 'I believe that my manager can provide me with career opportunities'. Confidentiality construct items were like 'My manager shares confidential job specific information with me'. Frequency of interaction item was measured by (1-6) interval scale where 1 was for 'several times in a day' and 6 was for 'more than a monthly interval'. Leader expectation, follower expectation and confidentiality items were measured by Likert scale (1-5) with 1 strongly disagree and 5 strongly agree.

3. 3. 7. Operational Definition of Leader Behavior

Paternalist. Paternalism was measured by adapting the paternalism scale of Aycan (2001). In the original scale there were 17 items. In this research,

several items were dropped from the original scale, resulting in a scale with 8 items. The items were like ‘My manager tries to take care of many aspects of his/ her followers’ lives’. A rating scale (1-5) with 1 never and 5 always were used.

Bureaucratic. This construct consisted of four items such as ‘ My manager has a tendency to solve current problems by adding layers of control, forms or time consuming procedures’ measured by a rating scale (1-5) with 1 never and 5 always.

Charismatic. This construct was operationalized by adaptation from Bass’s Multifactor Leadership Questionnaire (MLQ) scale cited in Waldman et al (2001). There were seven items such as ‘My manager makes people feel good to be around him/ her’. A rating scale (1-5) with 1 never and 5 always were used.

Transformational. This construct was operationalized by adaptation from Bass’s Multifactor Leadership Questionnaire (MLQ) scale cited in Griffin (2003). There were nine items such as ‘My manager stimulates in others new perspectives and new ways of doing things’. A rating scale (1-5) with 1 never and 5 always were used.

Transactional. This construct is operationalized by adaptation from Bass’s Multifactor Leadership Questionnaire (MLQ) scale cited in Waldman et al (2001). There were five items such as ‘My manager takes action if mistakes are made’. A rating scale (1-5) with 1 never and 5 always were used.

3. 3. 8. Operational Definition of Follower's Positive Work Attitudes

Loyalty. The measure for this construct was based on the scale developed by Chen, Farh, & Tsui cited in Chen (2003). Only six items were retained from the original seventeen items such as 'My manager's successes are my successes'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Trust. Measure for this construct was based on McKnight's trust scale (cited in Agarwal & Rodhain, 2002) with four items. Items were like 'I believe that my manager will make decisions that are the best for me'. A rating scale (1-5) with 1 never and 5 always was used.

Distributional justice. Measure for this construct was based on the scale developed by Niehoff and Moorman (1993). There were five items such as 'The rewards I receive here are quite fair'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Procedural justice. Measure for this construct was based on the scale developed by Niehoff and Moorman (1993). There were six items such as 'To make job decisions my manager collects accurate and complete job information'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Interactional justice. Measure for this construct was based on the scale developed by Niehoff and Moorman (1993). There were six items such as 'My manager explains very clearly any decision made about my job'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Follower satisfaction. Minnesota Satisfaction Questionnaire (MSQ, 1967) (cited in Dionne, 2000) was utilized in measuring follower satisfaction. There were eight items such as 'I am satisfied with my working conditions'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

Organizational commitment. Organizational commitment was measured with Allen & Meyer scale cited in Mowday, Steers, and Porter (1979) and Aldag & Reschke (1997). There were three items such as 'I do not feel like part of the family at my organization'. Likert scale (1-5) with 1 strongly disagree and 5 strongly agree was used.

3. 4. Data Analysis

The data analysis was conducted in four parts. In the first part, factor analysis for scale refinement was implemented. In the second part, descriptive analysis of the constructs identified as a result of the factor analysis was run. In the third part, the correlation analysis was conducted. In the fourth part, the mediated multiple regression analysis was implemented. In the last part, one-way ANOVA analysis was done.

3. 4. 1. Factor Analysis for Scale Refinement

Factor analysis was used in refining the scales by identifying the dimensionality of the variables and then relating to the conceptual definitions. Before conducting component factor analysis, appropriateness of factor

analysis was assessed by Bartlett test of sphericity and Kaiser-Meyer-Olkin measure of sampling adequacy. To select the number of components to be retained for further analysis according to the results of the component factor analysis, the latent root criterion were applied to the results for the extraction of component factors. To optimize the number of factors the scree test criterion was used. Varimax rotation was applied to the factors to identify the loadings. The reliabilities of the subscales were represented by Cronbach's alpha. For two item scales, Pearson correlation r was used instead of Cronbach's alpha to measure reliability.

3. 4. 1. 1. Orientations of Leader

Technological orientation of leader. The result of the factor analysis for technology orientation of leader variables showed that there was only one component with significant loadings (>.40). This component was named as leader's technology orientation. As shown in Table 3.4.1.1, Total Variance Explained (88.99 % >60 %) and Cronbach's Alpha (.94 >.60) were both satisfactory.

Table 3.4.1.1. Leader's Technological Orientation Factors

	Components
Leader's Technological Orientation	*1*
manager likes learning new technology	.953
manager likes using new technology	.963
manager likes adapting new technology	.913
Total Variance Explained: 88.99 %	
Cronbach's Alpha: .94	

Power distance of leader. The result of the factor analysis for power distance of leader variables showed that there was only one component with significant loadings (>.40). This component was named as leader's power distance. As shown in Table 3.4.1.2, Total Variance Explained (50 %<54.69 %<60 %) was nearly satisfactory but Cronbach's Alpha (.83 >.60) was satisfactory.

Table 3.4.1.2. Leader's Power Distance Factors

	Components
Leader's Power Distance	*1*
manager believes that managers should make most decisions without consulting subordinates	.655
manager believes that it is frequently necessary for a manager to use authority and power when dealing with subordinates	.731
manager believes that managers should seldom ask for the opinions of employees	.732
manager believes that managers should avoid off-the-job social contacts with employees	.693
manager believes that employees should not disagree with management decisions	.829
manager believes that managers should not delegate important tasks to employees	.784
Total Variance Explained: 54.69 %	
Cronbach's Alpha: .83	

Uncertainty avoidance of leader. The result of the factor analysis for uncertainty avoidance of leader variables shows that there was only one component with significant loadings (>.40). This component was named as leader's uncertainty avoidance. As shown in Table 3.4.1.3, Total Variance Explained (50 %<56.53 %<60 %) was nearly satisfactory but Cronbach's Alpha (.74 >.60) was satisfactory.

Table 3.4.1.3. Leader's Uncertainty Avoidance Factors

	Components
Leader's Uncertainty Avoidance	*1*
manager believes that it is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do	.672
manager expects employees to closely follow instructions	.841
manager believes that rules and regulations are important because they inform employees what the organization expects of them	.852
manager believes that standard operating procedures and instructions for operations are helpful to employees on the job	.613
Total Variance Explained: 56.53 %	
Cronbach's Alpha: .74	

High context - low context orientation of leader. The result of the factor analysis for contextual orientation of leader variables showed that there was only one component with significant loadings (>.40). This component was named as leader's contextual orientation. As shown in Table 3.4.1.4, Total Variance Explained (70.14 %>60 %) was satisfactory and correlation r (.40<.50) was nearly satisfactory with significance .01.

Table 3.4.1.4. Leader's Contextual Orientation Factors

	Components
Leader's Contextual Orientation	*1*
manager uses less verbally explicit communication	.838
manager uses less written/ formal information	.838
Total Variance Explained: 70.14 %	
r: .40, p<.01	

3. 4. 1. 2. Orientations of Follower

Technological orientation of follower. The result of the factor analysis for technology orientation of follower variables showed that there was only one component with significant loadings (>.40). This component was named as follower's technology orientation. As shown in Table 3.4.1.5, Total Variance Explained (87.19 % >60 %) and Cronbach's Alpha (.93 >.60) were both satisfactory.

Table 3.4.1.5. Follower's Technological Orientation Factors

	Components
Follower's Technological Orientation	*1*
respondent likes learning new technology	.926
respondent likes using new technology	.947
respondent likes adapting new technology to business	.927
Total Variance Explained: 87.19 %	
Cronbach's Alpha: .93	

Power distance of follower. The result of the factor analysis for power distance of follower variables showed that there was only one component with significant loadings (>.40). This component was named as follower's power distance. As shown in Table 3.4.1.6, Total Variance Explained (50 %<53.51 %<60 %) was nearly satisfactory but Cronbach's Alpha (.82 >.60) was satisfactory.

Table 3.4.1.6. Follower's Power Distance Factors

	Components
Follower's Power Distance	*1*
respondent believes that managers should make most decisions without consulting subordinates	.761
respondent believes that it is frequently necessary for a manager to use authority and power when dealing with subordinates	.694
respondent belives that managers should seldom ask for the opinions of employees	.706
respondent believes that managers should avoid off-the-job social contacts with employees	.703
respondent believes that employees should not disagree with management decisions	.817
respondent believes that managers should not delegate important tasks to employees	.699
Total Variance Explained: 53.51 %	
Cronbach's Alpha: .82	

Uncertainty avoidance of follower. The result of the factor analysis for uncertainty avoidance of follower variables shows that there was only one component with significant loadings (>.40). This component was named as follower's uncertainty avoidance. As shown in Table 3.4.1.7, Total Variance Explained (50 %<59.50 %<60 %) was nearly satisfactory but Cronbach's Alpha (.76 >.60) was satisfactory.

Table 3.4.1.7. Follower's Uncertainty Avoidance Factors

	Components
Follower's Uncertainty Avoidance	*1*
respondent believes that it is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do	.639
respondent believes that employees should closely follow instructions	.822
respondent believes that rules and regulations are important because they inform employees what the organization expects of them	.868
respondent believes that standard operating procedures and instructions for operations are helpful to employees on the job	.737
Total Variance Explained: 59.50 %	
Cronbach's Alpha: .76	

High context - low context orientation of follower. The result of the factor analysis for contextual orientation of follower variables showed that there was only one component with significant loadings (>.40). This component was named as follower's contextual orientation. As shown in Table 3.4.1.8, Total Variance Explained (84.83 % >60 %) was satisfactory and correlation r (.70>.50) was satisfactory with significance .01.

Table 3.4.1.8. Follower's Contextual Orientation Factors

	Components
Follower's Contextual Orientation	*1*
respondent uses less verbally explicit communication	.921
respondent uses less written/ formal information	.921
Total Variance Explained: 84.83 %	
r: .70, p<.01	

3. 4. 1. 3. Usage of ICT in Conducting Business by Leader and Follower

Utilization of the Internet in conducting business by leader. The result of the factor analysis for utilization of the Internet in conducting business by leader variables showed that there were two components with significant loadings (>.40). These components were named as usage of the Internet in conducting business with interaction and usage of the Internet in conducting business. As shown in Table 3.4.1.9, Total Variance Explained (64.12 %>60 %) and Cronbach's Alpha (.93 >.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.9. Usage of the Internet in Conducting Business by Leader Factors

	Components		*Cronbach's Alpha*
Usage of the Internet in Conducting Business with Interaction	*1*	*2*	.90
manager uses Internet in communicating with suppliers	.769		
manager uses Internet in communicating with customers	.750		
manager uses Internet in making performance appraisals	.635		
manager uses Internet in conducting meetings or getting work done, for people from different locations	.685		
manager uses Internet in getting employee reactions and feedbacks online	.588		
manager uses Internet in working with customers online (e.g. exchange data, track deliveries, modify designs, solve problems)	.765		
manager uses Internet in working with suppliers online (e.g. exchange data, track orders, modify designs, solve problems)	.770		
Usage of the Internet in Conducting Business	*1*	*2*	.87
manager uses Internet in online access to company databases		.554	
manager uses Internet in deploying and sharing strategies		.730	
manager uses Internet in coordinating tasks		.746	
manager uses Internet in checking reports		.778	
manager uses Internet in sharing knowledge		.814	
Total Variance Explained: 64.12 %			
Cronbach's Alpha: .93			

Utilization of the Internet in conducting business by the follower. The result of the factor analysis for utilization of the Internet in conducting business by follower variables showed that there were two components with significant loadings (>.40). These components were named as usage of the Internet in conducting business with interaction and usage of the Internet in conducting business. As shown in Table 3.4.1.10, Total Variance Explained (76.88 %>60 %) and Cronbach's Alpha (.92>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.10. Usage of the Internet in Conducting Business by Follower Factors

	Components		*Cronbach's Alpha*
Usage of the Internet in Conducting Business with Interaction	*1*	*2*	.92
respondent uses Internet in communicating with suppliers	.840		
respondent uses Internet in communicating with customers	.732		
respondent uses Internet in online access to company databases	.677		
respondent uses Internet in conducting meetings or getting work done, for people from different locations	.718		
respondent uses Internet in working with customers online (e.g. exchange data, track deliveries, modify designs, solve problems)	.870		
respondent uses Internet in working with suppliers online (e.g. exchange data, track orders, modify designs, solve problems)	.903		
Usage of the Internet in Conducting Business	*1*	*2*	.88
respondent uses Internet in reporting		.923	
respondent uses Internet in sharing knowledge		.862	
Total Variance Explained: 76.88 %			
Cronbach's Alpha: .92			

Utilization of mobile phone in conducting business by leader. The result of the factor analysis for utilization of mobile phone in conducting business by leader variables showed that there is only one component with significant loadings (>.40). This component was named as usage of mobile phone in conducting business with interaction. As shown in Table 3.4.1.11, Total Variance Explained (77.28 %>60 %) was satisfactory and correlation r (.55>.50) was satisfactory with significance .01.

Table 3.4.1.11. Usage of Mobile Phone in Conducting Business by Leader Factors

	Components
Usage of Mobile Phone in Conducting Business with Interaction	*1*
manager uses mobile phone in communicating with suppliers	.879
manager uses mobile phone in communicating with customers	.879
Total Variance Explained: 77.28 %	
***r**:* .55, p<.01	

Utilization of mobile phone in conducting business by follower. The result of the factor analysis for utilization of mobile phone in conducting business by follower variables showed that there was only one component with significant loadings (>.40). This component was named as usage of mobile phone in conducting business with interaction. As shown in Table 3.4.1.12, Total Variance Explained (76.34 %>60) was satisfactory and correlation r (.53>.50) was satisfactory with significance .01.

Table 3.4.1.12. Usage of Mobile Phone in Conducting Business by Follower Factors

	Components
Usage of Mobile Phone in Conducting Business with Interaction	*1*
respondent uses mobile phone in communicating with suppliers	.874
respondent uses mobile phone in communicating with customers	.874
Total Variance Explained: 76.34 %	
***r**:* .53, p<.01	

3. 4. 1. 4. Technological and Traditional Communication of Leader and Follower

Technological Communication of Leader. The result of the factor analysis for technological communication of leader variables showed that there were two components with significant loadings (>.40). These components were named as mobile communication and Internet communication. As shown in Table 3.4.1.13, Total Variance Explained (74.80 %>60 %) and Cronbach's Alpha (.87>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.13. Technological Communication of Leader Factors

	Components		*Cronbach's Alpha*
Mobile Communication	*1*	*2*	.89
manager uses mobile phone in communicating with his/ her subordinates	.872		
manager uses mobile phone in communicating with his/ her managers	.782		
manager uses mobile phone in communicating with his/ her colleagues	.877		
manager uses mobile phone in communicating with respondent	.850		
Internet Communication	*1*	*2*	.87
manager uses Internet in communicating with his / her subordinates		.909	
manager uses Internet in communicating with his/her managers		.712	
manager uses Internet in communicating with his/her colleagues		.810	
manager uses Internet in communicating with respondent		.881	
Total Variance Explained: 74.80 %			
Cronbach's Alpha: .87			

Technological Communication of Follower. The result of the factor analysis for technological communication of follower variables showed that there were two components with significant loadings (>.40). These components were named as mobile communication and Internet communication. As shown in Table 3.4.1.14, Total Variance Explained (80.80 %>60 %) and Cronbach's Alpha (.65>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.14. Technological Communication of Follower Factors

	Components		*Cronbach's Alpha*
Internet Communication	*1*	*2*	.81
respondent uses Internet in communicating with his/ her manager	.924		
respondent uses Internet in communicating with his/ her colleagues	.898		
Mobile Communication	*1*	*2*	.70
respondent uses mobile phone in communicating with his/ her manager		.863	
respondent uses mobile phone in communicating with his/ her colleagues		.882	
Total Variance Explained: 80.80 %			
Cronbach's Alpha: .65			

Traditional Communication of Leader. The result of the factor analysis for traditional communication of leader variables showed that there was only one component with significant loadings (>.40). This component was named as traditional communication –not face-to-face (nftf). As shown in Table 3.4.1.15, Total Variance Explained (82.24 %>60 %) was satisfactory and correlation r (.65>.50) was satisfactory with significance .01.

Table 3.4.1.15. Traditional Communication of Leader Factors

	Components
Traditional Communication-not Face-to-Face (nftf)	*1*
manager communicates with respondent by fax	.907
manager communicates with respondent by contacting his/her assistant	.907
Total Variance Explained: 82.24 %	
r: .65, p<.01	

Traditional Communication of Follower. The result of the factor analysis for traditional communication of follower variables showed that there was only one component with significant loadings (>.40). This component was named as traditional communication –not face-to-face (nftf). As shown in Table 3.4.1.16, Total Variance Explained (82.47 %>60 %) was satisfactory and correlation r (.65>.50) was satisfactory with significance .01.

Table 3.4.1.16. Traditional Communication of Follower Factors

	Components
Traditional Communication-not Face-to-Face (nftf)	*1*
respondent communicates with manager by fax	.908
respondent communicates with manager by contacting his/her assistant	.908
Total Variance Explained: 82.47 %	
r: .65, p<.01	

3. 4. 1. 5. Leader- Follower Relations

The result of the factor analysis for leader-follower relations variables showed that there were four components with significant loadings (>.40). These components were named as follower expectations, leader expectations, follower reaching confidential information and frequency of interaction. As shown in Table 3.4.1.17, Total Variance Explained (71.26 %>60 %) and

Cronbach's Alpha (.88>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.17. Leader-Follower Relations Factors

	Components				*Cronbach's Alpha*
Follower Expectations	*1*	*2*	*3*	*4*	.93
respondent believes that his/ her manager can provide him/ her with career opportunities	.791				
respondent believes that his/ her manager can provide him/ her with contract opportunities	.781				
respondent believes that his/ her manager can provide him/ her with long-term job security	.833				
respondent believes that his/ her manager can provide support to him/ her	.845				
respondent believes that his/ her manager can provide protection to him/ her	.817				
respondent believes that his/ her manager can provide information to him/ her	.724				
respondent believes that his/ her manager can provide vote to him/ her	.828				
respondent imagines a shared destiny with his/ her manager	.662				
Leader Expectations	*1*	*2*	*3*	*4*	.86
manager believes that respondent can provide him/her with loyalty		.764			
manager believes that respondent can provide him/her with hard work		.819			
manager believes that respondent can provide him/her with information		.846			
manager believes that respondent can provide him/her with protection of his / her interests		.766			
manager imagines a shared destiny with respondent		.674			
Follower's Reach to Confidential Information	*1*	*2*	*3*	*4*	.76
manager shares confidential job specific info with respondent			.423		
respondent has access to confidential company info			.945		
respondent has access to confidential departmental info			.930		
Frequency of Interaction	*1*	*2*	*3*	*4*	
frequency that respondent interacts with his/ her manager				.839	
Total Variance Explained: 71.26 %					
Cronbach's Alpha: .88					

3. 4. 1. 6. Leader Behavior

Paternalist. The result of the factor analysis for paternalistic leadership variables showed that there were two components with significant loadings (>.40). These components were named as behaving like a father and wanting commitment to company. As shown in Table 3.4.1.18, Total Variance Explained (71.30 %>60 %) and Cronbach's Alpha (.80>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.18. Paternalistic Leadership Factors

	Components		*Cronbach's Alpha*
Behaving Like a Father	*1*	*2*	.90
manager tries to take care of many aspects of his / her follower's lives	.836		
manager advises and directs his / her followers like a father does	.920		
manager tries to contribute to his / her follower's personal and occupational growth	.841		
manager tries to behave like a father	.869		
Wanting Commitment to Company	*1*	*2*	.80
manager wants followers to always think about their company's future and benefit		.825	
manager wants followers to treat their company as their own family		.803	
manager wants followers to be committed to their company and him / her		.854	
manager wants followers to sacrifice their private life for the sake of their company in case of need		.643	
Total Variance Explained: 71.30 %			
Cronbach's Alpha: .80			

Bureaucratic. The result of the factor analysis for bureaucratic leadership variables showed that there were two components with significant loadings (>.40). These components were named as bureaucracy and rule enforcement. As shown in Table 3.4.1.19, Total Variance Explained (74.57 %>60 %) and

Cronbach's Alpha (.69>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.19. Bureaucratic Leadership Factors

	Components		*Cronbach's Alpha*
Bureaucracy	*1*	*2*	.72
manager makes followers do routine tasks over and over	.839		
to work with manager followers should understand certain standards, procedures and methods even they are no longer working	.800		
manager has a tendency to solve current problems by adding layers of control, forms, or time-consuming procedures	.687		
Rule Enforcement	*1*	*2*	
manager enforces the rules		.948	
Total Variance Explained: 74.57 %			
Cronbach's Alpha: .69			

Charismatic. The result of the factor analysis for charismatic leadership variables showed that there were two components with significant loadings (>.40). These components were named as charisma and performance expectations. As shown in Table 3.4.1.20, Total Variance Explained (72.50 %>60 %) and Cronbach's Alpha (.87>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Transformational. The result of the factor analysis for transformational leadership variables showed that there were two components with significant loadings (>.40). These components were named as transformation and questioning old assumptions. As shown in Table 3.4.1.21, Total Variance Explained (71.90 %>60 %) and Cronbach's Alpha (.92>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.20. Charismatic Leadership Factors

	Components		*Cronbach's Alpha*
Charisma	*1*	*2*	.90
manager shows determination when accomplishing goals	.611		
manager makes people feel good to be around him/her	.810		
manager generates respect	.855		
manager transmits a sense of mission	.855		
manager provides a vision of what lies ahead	.857		
respondent has complete confidence in his/ her manager	.764		
Performance Expectations	*1*	*2*	
manager communicates high performance expectations		.956	
Total Variance Explained: 72.50 %			
Cronbach's Alpha: .87			

Table 3.4.1.21. Transformational Leadership Factors

	Components		*Cronbach's Alpha*
Transformation	*1*	*2*	.93
manager aligns followers around shared purposes	.830		
manager articulates an appealing vision of the future	.824		
manager provides encouragement and meaning for what needs to be done	.850		
manager stimulates in others new perspectives and new ways of doing things	.767		
manager encourages expression of ideas and reasons	.831		
manager deals with followers as individuals; considers their indiviual needs, abilities and aspirations	.868		
manager advises and coaches followers	.848		
respondent admires his/ her manager as his/ her role model	.692		
Questioning Old Assumptions	*1*	*2*	
manager questions old assumptions, traditions and beliefs		.985	
Total Variance Explained: 71.90 %			
Cronbach's Alpha: .92			

Transactional. The result of the factor analysis for transactional leadership variables showed that there were two components with significant loadings (>.40). These components were named as rewards/ punishments and attention to irregularities. As shown in Table 3.4.1.22, Total Variance Explained (68.48 %>60 %) and Cronbach's Alpha (.72>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.22. Transactional Leadership Factors

	Components		*Cronbach's Alpha*
Rewards/ Punishments	*1*	*2*	.75
manager takes actions if mistakes are made	.760		
manager points out what people will receive if they do what needs to be done	.852		
manager reinforces the link between achieving goals and obtaining rewards	.839		
manager talks about special commendations and/or promotions for good work	.526		
Attention to Irregularities	*1*	*2*	
manager focuses attention on irregularities, exceptions, or deviations from what is expected		.957	
Total Variance Explained: 68.48 %			
Cronbach's Alpha: 72			

3. 4. 1. 7. Follower's Positive Work Attitudes

Loyalty. The result of the factor analysis for utilization of follower loyalty variables shows that there are two components with significant loadings (>.40). These components are named as longevity and manager's best interest. As shown in Table 3.4.1.23, Total Variance Explained (70.03 %>60 %) and Cronbach's Alpha (.80>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.23. Follower Loyalty Factors

	Components		*Cronbach's Alpha*
Longevity	*1*	*2*	.81
no matter whether it will benefit respondent or not, he/ she will be willing to continue working under his/ her manager	.799		
even if there may be better alternatives, respondent will still remain to work under his/ her manager	.853		
since starting this job, respondent's personal values and those of his/ her manager have become more similar	.824		
Manager's Best Interest	*1*	*2*	.69
when respondent's manager is treated unfairly, he/ she will defend him/her		.771	
respondent will try his/ her best to accomplish the job assigned by his/ her supervisor		.888	
respondent's manager's successes are his/ her successes		.480	
Total Variance Explained: 70.03 %			
Cronbach's Alpha: .80			

Trust. The result of the factor analysis for follower trust variables showed that there was only one component with significant loadings (>.40). This component was named as trust. As shown in Table 3.4.1.24, Total Variance Explained (88.19 %>60 %) and Cronbach's Alpha (.96>.60) were both satisfactory.

Table 3.4.1.24. Follower Trust Factors

	Components
Trust	*1*
respondent can rely on his/ her manager's support regarding an important issue	.922
respondent believes that his/ her manager will make decisions that are the best for him/ her	.954
when an issue that is critical for respondent arises, he/ she feels that he/ she can depend on his/ her manager	.939
overall, respondent trusts his/ her manager	.941
Total Variance Explained: 88.19 %	
Cronbach's Alpha: .96	

Distributional justice. The result of the factor analysis for follower distributional justice variables shows that there were two components with significant loadings (>.40). These components were named as work fairness and reward fairness. As shown in Table 3.4.1.25, Total Variance Explained (75.60 %>60 %) and Cronbach's Alpha (.83>.60) were both satisfactory. Cronbach's Alpha values of components were also satisfactory.

Table 3.4.1.25. Distributional Justice Factors

	Components		*Cronbach's Alpha*
Work Fairness	*1*	*2*	.83
respondent's work schedule is quite fair	.871		
respondent's work load is quite fair	.702		
respondent's job responsibilities are quite fair	.742		
Reward Fairness	*1*	*2*	.70
rewards respondent receives here are quite fair		.731	
respondent's level of pay is quite fair		.899	
Total Variance Explained: 75.60 %			
Cronbach's Alpha: .83			

Procedural justice. The result of the factor analysis for follower procedural justice variables showed that there was only one component with significant loadings (>.40). This component was named as procedural justice. As shown in Table 3.4.1.26, Total Variance Explained (68.41 %>60 %) and Cronbach's Alpha (.91>.60) were both satisfactory.

Table 3.4.1.26. Procedural Justice Factors

	Components
Procedural Justice	*1*
job decisions are made by manager in an unbiased manner	.813
all job decisions are applied consistently across all affected employees	.840
manager clarifies decisions and provides additional information when requested by employees	.842
manager makes sure that all employee concerns are heard before job decisions are made	.876
to make job decisions manager collects accurate and complete information	.817
manager allows us to challenge or appeal his / her job decisions	.771
Total Variance Explained: 68.41 %	
Cronbach's Alpha: .91	

Interactional justice. The result of the factor analysis for follower interactional justice variables showed that there was only one component with significant loadings (>.40). This component was named as interactional justice. As shown in Table 3.4.1.27, Total Variance Explained (75.25 %>60 %) and Cronbach's Alpha (.93>.60) were both satisfactory.

Table 3.4.1.27. Interactional Justice Factors

	Components
Interactional Justice	*1*
when decisions are made about job, manager treats with kindness and consideration	.860
when decisions are made about job, manager treats with respect and dignity	.870
when decisions are made about job, manager is sensitive to personal needs	.874
when decisions are made about job, manager deals with in a truthful manner	.875
when decisions are made about job, manager shows concern for rights as an employee	.915
manager explains very clearly any decision made about job	.807
Total Variance Explained: 75.25 %	
Cronbach's Alpha: .93	

Satisfaction. The result of the factor analysis for follower satisfaction variables showed that there were two components with significant loadings (>.40). These components were named as satisfactory work conditions and personal satisfaction. As shown in Table 3.4.1.28, Total Variance Explained (71.20 %>60 %) and Cronbach's Alpha (.91>.60) were both satisfactory. Cronbach's Alpha of components were also satisfactory.

Table 3.4.1.28. Follower Satisfaction Factors

	Components		*Cronbach's Alpha*
Satisfactory Work Conditions	*1*	*2*	.88
respondent is satisfied with his/ her working conditions	.721		
respondent is satisfied with the way his/ her job provides for steady employment	.746		
respondent is satisfied with the chance to do something that makes use of his/ her abilities	.684		
respondent is satisfied with the way company policies are put into practice	.797		
respondent is satisfied with the chances for advancement on this job	.831		
Personal Satisfaction	*1*	*2*	.83
respondent is satisfied with the freedom to use his/ her own judgment		.617	
respondent is satisfied with the chance to try his/ her own methods of doing the job		.824	
respondent is satisfied with the communication with his/ her manager		.851	
Total Variance Explained: 71.20 %			
Cronbach's Alpha: .91			

Organizational commitment. The result of the factor analysis for follower organizational commitment variables showed that there was only one component with significant loadings (>.40). This component was named as organizational commitment. As shown in Table 3.4.1.29, Total Variance Explained (50 %<59.53 %<60 %) was nearly satisfactory but Cronbach's Alpha (.66 >.60) was satisfactory.

Table 3.4.1.29. Follower Organizational Commitment Factors

	Components
Organizational Commitment	*1*
respondent does not feel like 'part of the family' at his/ her organization	.749
respondent does not believe that a person must always be loyal to his/ her organization	.798
jumping from organization to organization does not seem at all unethical to respondent	.767
Total Variance Explained: 59.53 %	
Cronbach's Alpha: .66	

3. 4. 2. Descriptive Analysis

After combining all of the variables loading highly on a factor and taking the average score of the variables as replacement, descriptive analyses were conducted. Minimum, maximum, mean and standard deviation values were obtained. According to orientations of leader and follower descriptives in Table 3.4.2.1; technical orientation and uncertainty avoidance of leaders' and followers' were reasonably high. However, their power distance values and contextual orientations were rather low.

Table 3.4.2.1. Orientations of Leader and Follower Descriptives

Orientations of Leader and Follower	*Min*	*Max*	*Mean*	*Std. Dev.*
leader's technological orientation	1	5	4.12	.75
leader's power distance	1	5	2.92	.88
leader's uncertainty avoidance	2	5	4.00	.58
leader contextual orientation	1	5	2.48	.97
follower's technological orientation	1	5	4.29	.70
follower's power distance	1	5	2.51	.85
follower's uncertainty avoidance	2	5	3.98	.60
follower contextual orientation	1	5	2.24	1.00

According to situational factors descriptives in Table 3.4.2.2; it can concluded that both leaders and followers had low telecommuting rates whereas they had high mobile working rates. Both leaders' and followers' tenures in their organizations and work experiences were high. The results showed that organizations' technical supports to their followers and their leaders were both at moderate levels.

Table 3.4.2.2. Situational Factors Descriptives

Situational Factors	*Min*	*Max*	*Mean*	*Std. Dev.*
manager telecommutes (works at home)	1	5	1.82	1.10
respondent telecommutes (works at home)	1	5	1.93	1.21
manager works as mobile	1	5	3.63	1.03
respondent works as mobile	1	5	4.28	1.05
respondent works here as a free-lancer	0	1	0	
respondent works here as a part-time employee	0	1	0	
age of respondent	2	5	3.12	.48
age of respondent's manager	2	5	3.93	.56
length of time respondent has spent in the org	1	5	3.07	1.16
length of time respondent' s manager has spent in the org	1	5	4.31	.94
respondent's work experience in the area	1	5	3.36	1.07
respondent's manager's work experience in the area	2	5	4.53	.69
sex of respondent	0	1	1	
sex of respondent's manager	0	1	1	
respondent's education level	1	4	2.08	.45
respondent's manager's education level	1	4	1.87	.47
technical support to leader	0	17	10.51	3.94
technical support to follower	0	17	7.86	4.37

ICT usage descriptives in Table 3.4.2.3 revealed that both followers and leaders utilized ICT in conducting business highly. They technologically communicated at high rates. However, while they used face-to-face mode of traditional communication at high rates, they used not face-to-face mode of traditional communication at low rates. It can be observed that leaders technologically communicated with their other subordinates at high rates. Followers technologically communicated with their upper management at rates slightly above the neutral point while they utilized ICT in building networks at reasonably high rates.

Table 3.4.2.3. ICT Usage Descriptives

ICT Usage	*Min*	*Max*	*Mean*	*Std. Dev.*
leader use Internet in conducting business with interaction	1	5	3.40	.95
leader use Internet in conducting business	1	5	3.76	.87
follower use Internet in conducting business with interaction	1	5	3.04	1.13
follower use Internet in conducting business	1	5	3.81	1.14
leader use mobile in conducting business with interaction	1	5	3.84	.87
follower use mobile in conducting business with interaction	2	5	3.80	.89
leader Internet communication	1	5	3.78	.94
leader mobile communication	2	5	4.22	.72
follower Internet communication	1	5	3.46	1.12
follower mobile communication	2	5	4.28	.66
leader traditional communication-nftf	1	5	1.77	1.01
follower traditional communication-nftf	1	5	1.94	1.09
manager communicates with respondent face-to-face	1	5	3.84	.79
respondent communicates with his/ her manager face-to-face	1	5	3.99	.87

When leader-follower relations descriptives in Table 3.4.2.4 were examined, it can be concluded that communication frequencies were low. In addition, followers reached confidential information at low levels. Moreover, reciprocal expectations were observed to be high.

Table 3.4.2.4. Leader-Follower Relations Descriptives

Leader-Follower Relations	*Min*	*Max*	*Mean*	*Std. Dev.*
frequency that respondent interacts with his/ her manager	1	6	1.83	1.08
leader expects from follower	1	5	3.88	.76
follower expects from leader	1	5	3.57	.83
follower reaches confidential info	1	5	2.07	.99

Leader behavior descriptives in Table 3.4.2.5 showed that leaders were perceived by their followers as paternalist, bureaucratic, charismatic, transformational and transactional at reasonably high rates.

Table 3.4.2.5. Leader Behavior Descriptives

Leader Behavior	*Min*	*Max*	*Mean*	*Std. Dev.*
leader wants commitment to company	3	5	4.24	.67
leader behaves like a father	1	5	3.30	1.07
leader bureaucracy	1	5	3.09	.95
manager enforces the rules	1	5	4.05	.79
manager communicates high performance expectations	2	5	4.40	.71
leader charisma	1	5	3.83	.86
leader transformation	1	5	3.62	.92
manager questions old assumptions, traditions and beliefs	1	5	3.11	1.09
leader transaction- rewards/ punishments	2	5	3.74	.71
manager focuses attention on irregularities, exceptions, or deviations from what is expected	1	5	3.42	.93

According to follower's positive work attitudes results given in Table 3.4.2.6, it can be stated that followers were loyal, trustful, having justice perceptions and satisfied at reasonably high rates but they were not committed to their organizations much.

Table 3.4.2.6. Follower's Positive Work Attitudes Descriptives

Follower's Positive Work Attitudes	*Min*	*Max*	*Mean*	*Std. Dev.*
follower loyalty- leader's best interest	2	5	4.08	.66
follower loyalty- longevity	1	5	3.24	.94
follower trust	1	5	3.58	1.09
follower distributional justice- work fairness	1	5	3.53	.84
follower distributional justice- reward fairness	1	5	3.23	.97
follower procedural justice	2	5	3.62	.88
follower interactional justice	1	5	3.77	.92
follower satisfaction- work conditions	1	5	3.23	.88
follower satisfaction- personal	1	5	3.51	.85
follower organizational commitment	1	5	3.01	.93

3. 4. 3. Correlation Analysis

Before mediated multiple regression analysis, relations among study constructs were analysed. Since the number of constructs was high, correlations were presented as among ICT usage and its antecedents and among ICT usage and its consequents. Pearson correlation analysis with significance .05 were presented in Tables 3.4.3.1, 3.4.3.2, 3.4.3.3 and 3.4.3.4.

When Tables 3.4.3.1 and 3.4.3.2 were examined for correlations among orientational variables and ICT usage variables, it can be stated that leaders' and followers' orientations and organization's technical support to leader and follower significantly correlated with ICT usage variables. However, demographics were observed to be insignificantly correlated with ICT usage variables while different employment arrangements significantly correlated with different ICT usage variables.

According to ICT usage and leader-follower relation correlation analysis results in Table 3.4.3.3, it can be concluded that there were significant correlations between ICT usage variables and leader-follower relation variables. Similarly, ICT usage and leader behavior correlation analysis results given in Table 3.4.3.3 showed that there were significant correlations between ICT usage variables and leader behavior variables. When Table 3.4.3.4 was examined for correlations between ICT usage variables and follower's positive work attitudes variables, it can be stated that follower's positive work attitudes variables significantly correlated with ICT usage variables.

Table 3.4.3.1. Correlation of ICT Usage in Conducting Business with its antecedents (* p<.05)

	ICT USAGE IN CONDUCTING BUSINESS	leader use Internet in conducting business with interaction	leader use Internet in conducting business	follower use Internet in conducting business with interaction	follower use Internet in conducting business	leader use mobile in conducting business with interaction	follower use mobile in conducting business with interaction
ORIENTATION	leader's technical orientation	0.33*	0.43*	0.07	0.10	0.16*	-0.02
	leader's power distance	-0.05	-0.21*	0.12	-0.05	-0.04	0.05
	leader's uncertainty avoidance	0.18*	0.13	0.05	0.01	0.18*	0.30*
	leader contextual orientation	-0.07	-0.26*	0.06	-0.09	-0.20*	-0.10
	follower's technical orientation	0.03	0.13	0.05	0.05	0.22*	0.30*
	follower's power distance	0.23*	0.09	0.28*	0.06	-0.03	-0.04
	follower's uncertainty avoidance	0.16*	0.17*	0.12	0.16*	0.27*	0.29*
	follower contextual orientation	0.18*	0.03	0.25*	-0.01	-0.16*	-0.17*
EMPLOYMENT ARRANGEMENT	manager telecommutes (works at home)	0.06	-0.06	0.16*	0.02	-0.10	-0.03
	respondent telecommutes (works at home)	0.17*	0.01	0.35*	0.07	-0.06	0.07
	manager works as mobile	0.05	0.08	-0.01	0.06	0.20*	0.08
	respondent works as mobile	0.01	0.03	-0.04	0.03	0.24*	0.21*
	respondent works here as a free-lancer	0.09	0.05	0.12	0.01	-0.13	-0.04
	respondent works here as a part-time employee	0.18*	0.02	0.14	0.01	-0.09	-0.11
DEMOGRAPHICS	age of respondent	0.09	0.17*	0.06	0.10	0.03	0.12
	age of respondent's manager	-0.17*	-0.08	-0.08	0.08	-0.14	-0.04
	length of time respondent has spent in the org	-0.03	0.06	-0.04	0.00	-0.05	0.05
	length of time respondent' s manager has spent in the org	-0.17*	-0.08	-0.13	-0.08	-0.02	-0.05
	respondent's work experience in the area	0.01	0.09	0.05	0.05	0.01	0.15*
	respondent's manager's work experience in the area	-0.08	0.03	-0.09	0.01	0.01	-0.03
	sex of respondent	0.12	0.17*	0.12	0.13	0.02	0.06
	sex of respondent' manager	-0.01	0.00	-0.06	-0.01	0.02	-0.03
	respondent's education level	-0.01	0.07	-0.02	0.10	0.01	-0.06
	respondent's manager's education level	0.05	0.16*	-0.12	0.09	-0.06	-0.11
ORG. TEC. SUP.	technical support to leader	0.23*	0.20*	0.22*	0.09	0.10	0.19*
	technical support to follower	0.14	0.16*	0.22*	0.11	0.04	0.09

Table 3.4.3.2. Correlation of ICT Usage in Communication with its antecedents (* p<.05)

	ICT USAGE IN COMMUNICATION	leader Internet communication	leader mobile communication	follower Internet communication	follower mobile communication	leader traditional communication-nftf	follower traditional communication-nftf	manager communicates with respondent ftf	respondent communicates with his/ her manager ftf
ORIENTATION	leader's technical orientation	0.34*	0.13	0.13	0.06	0.00	0.08	0.09	0.05
	leader's power distance	-0.22*	-0.15	-0.01	-0.13	0.38*	0.25*	-0.11	-0.13
	leader's uncertainty avoidance	0.10	0.21*	0.11	0.29*	-0.01	0.00	0.13	0.22*
	leader contextual orientation	-0.21*	-0.22*	-0.06	-0.27*	0.26*	0.15*	-0.15*	-0.18*
	follower's technical orientation	0.23*	0.30*	0.16*	0.38*	-0.14	-0.07	0.06	0.08
	follower's power distance	0.06	-0.08	0.19*	-0.14	0.40*	0.49*	0.16*	-0.06
	follower's uncertainty avoidance	0.19*	0.22*	0.23*	0.29*	0.03	0.00	0.06	0.07
	follower contextual orientation	0.01	-0.14	0.09	-0.26*	0.46*	0.47*	0.05	-0.13
EMPLOYMENT ARRANGEMENT	manager telecommutes (works at home)	-0.05	-0.14	0.03	-0.14	0.46*	0.37*	0.02	-0.08
	respondent telecommutes (works at home)	0.04	-0.08	0.17*	-0.12	0.43*	0.57*	0.04	-0.02
	manager works as mobile	0.07	0.11	0.05	0.14	0.04	0.12	0.09	0.01
	respondent works as mobile	0.19*	0.32*	0.15*	0.31*	-0.26*	-0.22*	-0.03	0.08
	respondent works here as a free-lancer	0.07	-0.05	0.08	-0.10	0.27*	0.27*	-0.08	-0.14
	respondent works here as a part-time employee	-0.06	-0.04	0.05	-0.13	0.52*	0.38*	0.11	-0.05
DEMOGRAPHICS	age of respondent	0.06	0.00	0.10	0.01	0.12	0.07	0.01	-0.04
	age of respondent's manager	-0.26*	-0.17*	-0.18*	-0.02	-0.09	-0.18*	0.08	-0.06
	length of time respondent has spent in the org	-0.01	0.04	0.03	-0.04	0.09	0.03	-0.01	-0.03
	length of time respondent' s manager has spent in the org	-0.17*	-0.09	-0.15*	-0.06	-0.05	-0.17*	-0.05	-0.11
	respondent's work experience in the area	0.06	0.11	0.07	0.04	0.03	0.05	0.04	0.06
	respondent's manager's work experience in the area	-0.10	-0.02	-0.06	0.01	-0.15*	-0.16*	0.04	-0.06
	sex of respondent	0.20*	0.11	0.21*	-0.03	0.08	0.15*	-0.07	-0.13
	sex of respondent' manager	0.05	0.05	0.03	-0.03	-0.11	-0.11	0.10	0.04
	respondent's education level	-0.06	0.09	-0.03	0.04	-0.07	-0.08	0.10	0.03
	respondent's manager's education level	-0.06	-0.12	-0.08	0.01	-0.04	-0.05	0.17*	0.14
ORG. TEC. SUP.	technical support to leader	0.19*	0.13	0.21*	0.09	0.22*	0.23*	0.23*	0.07
	technical support to follower	0.17*	-0.03	0.18*	0.03	0.18*	0.17*	0.16*	0.08

Table 3.4.3.3. Correlation of ICT usage with Leader-Follower Relations and Leader Behavior (* p<.05)

	LEADER – FOLLOWER RELATIONS				LEADER BEHAVIOR									
ICT USAGE	freq. of leader-follower interaction	leader expects from follower	follower expects from leader	follower reaches confidential info	leader wants committ. to company	leader behaves like a father	leader bureauc.	manager enforces the rules	manager communicates high perf. expectations	leader charisma	leader transf.	manager questions old assumptions	leader transaction-rewards/ punishments	manager focuses attention on irregularities
leader use Internet in conducting business with interaction	0.09	0.18*	0.30*	0.27*	0.19*	0.37*	0.26*	0.15*	-0.02	0.37*	0.40*	0.38*	0.51*	0.32*
leader use Internet in conducting business	-0.04	0.29*	0.39*	0.13	0.19*	0.43*	0.12	0.26*	0.16*	0.45*	0.47*	0.28*	0.52*	0.27*
follower use Internet in conducting business with interaction	0.13	0.05	0.17*	0.38*	-0.09	0,14	0.16*	-0.02	-0.11	0.09	0.10	0.21*	0.16*	0.20*
follower use Internet in conducting business	0.07	0.17*	0.12	0.18*	-0.01	0,13	0.05	-0.01	0.03	0.11	0.14	0.08	0.17*	0.20*
leader use mobile in conducting business with interaction	-0.23*	0.24*	0.19*	-0.07	0.32*	0.23*	0.24*	0.33*	0.22*	0.25*	0.28*	0.21*	0.25*	0.19*
follower use mobile in conducting business with interaction	-0.12	0.16*	0.05	-0.05	0.15	0,13	0.15*	0.20*	0.18*	0.14	0.18*	0.16*	0.21*	0.11
leader Internet communication	-0.09	0.36*	0.37*	0.13	0.15*	0.28*	0.12	0.19*	0.12	0.33*	0.34*	0.16*	0.32*	0.22*
leader mobile communication	-0.26*	0.29*	0.27*	-0.04	0.30*	0.30*	0.20*	0.27*	0.25*	0.32*	0.36*	0.17*	0.28*	0.11
follower Internet communication	0.03	0.20*	0.24*	0.27*	0.02	0.17*	0.15*	0.07	-0.01	0.19*	0.22*	0.20*	0.20*	0.21*
follower mobile communication	-0.31*	0.29*	0.18*	-0.17*	0.30*	0.22*	0.04	0.29*	0.32*	0.23*	0.29*	0.03	0.24*	0.11
leader traditional communication-nftf	0.37*	-0.17*	0.08	0.43*	-0.08	0.21*	0.30*	-0.10	-0.39*	0.03	0.06	0.26*	0.12	0.25*
follower traditional communication-nftf	0.38*	-0.05	0.15*	0.51*	-0.04	0.20*	0.33*	-0.05	-0.21*	0.08	0.15*	0.20*	0.15*	0.29*
manager communicates with respondent face-to-face	-0.16*	0.24*	0.29*	0.07	0.14	0.46*	0.00	0.06	0.03	0.30*	0.43*	0.07	0.28*	0.09
respondent communicates with his/ her manager face-to-face	-0.33*	0.20*	0.22*	-0.02	0.15	0.26*	-0.04	0.05	0.19*	0.25*	0.32*	0.05	0.20*	-0.08

Table 3.4.3.4. Correlation of ICT usage with Follower's Positive Work Attitudes (* p<.05)

	FOLLOWER'S POSITIVE WORK ATTITUDES									
ICT USAGE	follower loyalty-leader's best interest	follower loyalty-longevity	follower trust	follower distributional justice- work fairness	follower distributional justice-reward fairness	follower procedural justice	follower interactional justice	follower satisfaction-work conditions	follower satisfaction-personal	follower organizational commitment
leader use Internet in conducting business with interaction	0.18*	0.26*	0.32*	0.26*	0.17*	0.37*	0.28*	0.22*	0.25*	0.15*
leader use Internet in conducting business	0.33*	0.30*	0.39*	0.30*	0.16*	0.51*	0.45*	0.23*	0.31*	0.08
follower use Internet in conducting business with interaction	0.08	0.20*	0.11	0.06	0.08	0.03	-0.04	0.15*	0.09	0.20*
follower use Internet in conducting business	0.11	0.06	0.05	-0.04	0.01	0.08	0.06	0.06	0.12	0.12
leader use mobile in conducting business with interaction	0.22*	0.13	0.30*	0.07	0.01	0.20*	0.19*	0.01	0.07	0.00
follower use mobile in conducting business with interaction	0.19*	0.04	0.11	0.06	0.00	0.11	0.18*	0.02	0.04	0.11
leader Internet communication	0.35*	0.32*	0.37*	0.26*	0,13	0.33*	0.32*	0.26*	0.34*	-0.01
leader mobile communication	0.31*	0.21*	0.35*	0.21*	-0.02	0.32*	0.32*	0.09	0.21*	-0.02
follower Internet communication	0.22*	0.28*	0.21*	0.08	0.09	0.16*	0.11	0.23*	0.25*	0.11
follower mobile communication	0.37*	0.10	0.21*	0.11	-0.03	0.26*	0.35*	0.05	0.14	-0.04
leader traditional communication-nftf	-0.07	0.24*	0.07	0.13	0.16*	0.04	-0.13	0.14	0.02	0.28*
follower traditional communication-nftf	-0.05	0.28*	0.17*	0.14	0.27*	0.08	-0.05	0.29*	0.11	0.27*
manager communicates with respondent face-to-face	0.21*	0.31*	0.33*	0.26*	0.28*	0.43*	0.39*	0.28*	0.29*	-0.09
respondent communicates with his/ her manager face-to-face	0.20*	0.17*	0.30*	0.10	0.10	0.30*	0.39*	0.15*	0.27*	-0.15*

3. 4. 4. Mediated Multiple Regression Analysis

The mediated data analysis was conducted using Baron and Kenny (1986) approach in three parts. In the first part, the mediator constructs were regressed on the predictor constructs. In the second part, the criterion constructs were regressed on the predictor constructs. Finally, the criterion constructs were regressed on both the predictor and mediator constructs. Mediation existed if the following requirements were supported: The predictor constructs influenced the mediator constructs in the first equation; the predictor constructs influenced the criterion constructs in the second equation; and the mediator constructs influenced the criterion constructs in the third equation while the influence of the predictor constructs either was decreased (partial mediation) or completely eliminated (full mediation).

Prior to the analysis normality, linearity, homoscedasticity and independence of error terms regression assumptions were tested. Stepwise procedure was employed to select the variables for inclusion in the regression variate. After the regression model was estimated, the variate was assessed for meeting the assumptions of regression analysis.

In the study, two mediated multiple regression analyses were conducted. In the first one, the mediator constructs under the heading ICT Usage were regressed on the predictor constructs under the headings Situational Factors and Orientation of Leader and Follower. Then, the criterion constructs under the heading Leader-Follower Relations and Leader Behavior were regressed on the predictor constructs. Finally, the criterion constructs were regressed on both the predictor and mediator constructs. In the second one, the mediator

constructs under the headings Leader-Follower Relations and Leader Behavior were regressed on the predictor constructs under the heading ICT Usage. Then, the criterion constructs under the heading Follower's Positive Work Attitudes were on the predictor constructs. Finally, the criterion constructs were regressed on both the predictor and mediator constructs. Results of the two mediated regression analysis were presented in the Tables 3.4.4.1, 3.4.4.2, 3.4.4.3, 3.4.4.4, 3.4.4.5, 3.4.4.6, 3.4.4.7, 3.4.4.8, 3.4.4.9 and 3.4.4.10.

3. 4. 4. 1. ICT Usage Mediates the Influence of Orientational and Situational Factors on Leader-Follower Relations and Leader Behavior

Follower's Orientations as Predictors.

As seen in Table 3.4.4.1, *follower traditional communication-nftf* fully mediated the influence of *follower contextual orientation* on *frequency of leader-follower interaction* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.47, adj. R^2=.45 and F=25.29 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.20 p<.01, R^2=.16, adj. R^2=.15 and F=11.25 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.38 p<.001, R^2=.29, adj. R^2=.28 and F=23.58 p<.001). We can conclude that cultural orientations of follower

influence leader-follower relations through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 1. This finding states that high-context followers use more traditional –not face-to-face communication leading to more frequent leader-follower interaction.

Table 3.4.4.1 showed that, *leader traditional communication-nftf* fully mediated the influence of *follower contextual orientation* on *manager communicates high performance expectations* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.21 p<.001, R^2=.48, adj. R^2=.46 and F=26.42 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=-.22 p<.001, R^2=.30, adj. R^2=.28 and F=14.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.11) while the influence of the mediator was still significant resulting in a significant regression equation (b=-.28 p<.001, R^2=.35, adj. R^2=.33 and F=15.45 p<.001). We can conclude that cultural orientations of follower influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 1. This finding states that high-context followers' leaders use more traditional –not face-to-face communication leading to a decreased perception of leader as communicating high performance expectations.

As seen in Table 3.4.4.1, *leader use Internet in conducting business with interaction* fully mediated the influence of *follower's power distance* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.22, adj. R^2=.20 and F=12.10

p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.37, adj. R^2=.35 and F=14.43 p<.001); in the third step, the influence of predictor was eliminated (b=.04) while the influence of the mediator was still significant resulting in a significant regression equation (b=.20 p<.01, R^2=.45, adj. R^2=.43 and F=23.06 p<.001). We can conclude that cultural orientations of follower influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high power distance followers' leaders use more Internet in conducting business with interaction leading to an increased perception of leader as bureaucratic. We may interpret this finding as high power distance followers' leaders understand their follower's hesitation towards status and power, and thus prefer using ICT in conducting business with interaction (making performance appraisals, conducting meetings, getting follower reactions/ feedbacks) to avoid power distances. That high usage may make followers feel as if their leaders try to control them. Thus perceive their leaders as more bureaucratic.

Likewise Table 3.4.4.1 showed that, *follower traditional communication-nftf* fully mediated the influence of *follower's power distance* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.17 p<.05, R^2=.47, adj. R^2=.45 and F=25.29 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.37, adj. R^2=.35 and F=14.43 p<.001); in the third step, the influence of predictor was eliminated

(b=-.11) while the influence of the mediator was still significant resulting in a significant regression equation (b=.20 p<.01, R^2=.45, adj. R^2=.43 and F=23.06 p<.001). We can conclude that cultural orientations of follower influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 1. This finding states that high power distance followers use more traditional –not face-to-face communication leading to an increased perception of leader as bureaucratic. We may interpret this finding as high power distance followers hesitate towards status and power thus prefer using traditional –not face-to-face communication to avoid power distances. Then, those faxes and assistant interventions make followers feel as if their leaders set some hierarchies and rules. Thus they start perceiving their leaders as more bureaucratic.

As seen in Table 3.4.4.1, *leader use Internet in conducting business with interaction* fully mediated the influence of *follower's power distance* on *leader questions old assumptions* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.22, adj. R^2=.20 and F=12.10 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.09, adj. R^2=.08 and F=5.92 p<.01); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=.38 p<.001, R^2=.14, adj. R^2=.14 and F=29.43 p<.001). We can conclude that cultural orientations of follower influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by

leader partially confirming the Hypothesis 3. This finding states that high power distance followers' leaders use more Internet in conducting business with interaction leading to an increased perception of leader as questioning old assumptions. We may interpret this finding as high power distance followers' leaders understand their follower's hesitation towards status and power and prefer using ICT to avoid power distances. That high usage of ICT may make followers perceive their leaders as transformational using new technology and questioning old assumptions/ traditions.

Table 3.4.4.1 showed that, *leader use mobile in conducting business with interaction* fully mediated the influence of *follower's uncertainty avoidance* on *manager enforces the rules* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.23 p<.01, R^2=.15, adj. R^2=.13 and F=9.95 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.15 p<.05, R^2=.25, adj. R^2=.23 and F=11.76 p<.001); in the third step, the influence of predictor was eliminated (b=.10) while the influence of the mediator was still significant resulting in a significant regression equation (b=.25 p<.001, R^2=.26, adj. R^2=.24 and F=15.20 p<.001). We can conclude that cultural orientations of follower influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high uncertainty avoidance followers' leaders use more mobile phone in conducting business with interaction leading to an increased perception of leader as enforcing the rules. We may interpret this finding as high uncertainty

avoidance followers' leaders understand their followers' feeling threatened by uncertainty and ambiguity and prefer using mobile in conducting business with interaction (with customers and suppliers about deliveries, dates, amounts or qualities) to relax them. That high usage of ICT may make followers perceive their leaders as more bureaucratic, enforcing the rules related to purchasing and selling procedures.

In summary, it can stated that follower's orientations lead to both follower's and leader's usage of multiple channels (ICT, traditional). As a result, the more channels leaders use, the better leader-follower relations and all leader behaviors become.

Leader's Orientations as Predictors.

As seen in Table 3.4.4.2, *leader use Internet in conducting business* fully mediated the influence of *leader contextual orientation* on *leader behaves like a father* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=-.16 $p<.05$, $R^2=.23$, adj. $R^2=.21$ and $F=17.12$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=-.25 $p<.01$, $R^2=.30$, adj. $R^2=.28$ and $F=12.42$ $p<.001$); in the third step, the influence of predictor was eliminated (b=.12) while the influence of the mediator was still significant resulting in a significant regression equation (b=.22 $p<.001$, $R^2=.47$, adj. $R^2=.45$ and $F=25.37$ $p<.001$). We can conclude that cultural orientations of leader

Table 3.4.4.1. Results of the ICT Usage mediated regression analysis of the influence of Follower's Orientations on Leader- Follower Relations and Leader Behavior (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R^2*	*adj. R^2*	*F*	*Std. Beta Weight*	*R^2*	*adj. R^2*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R^2*	*adj. R^2*	*F*	*Full/ Partial*
follower contextual orientation	follower traditional communication-nftf	frequency of leader-follower interaction	.16*	.47	.45	25.29***	.20**	.16	.15	11.25***	.38***	0.07	.29	.28	23.58***	F
follower contextual orientation	follower traditional communication-nftf	follower reaches confidential info	.16*	.47	.45	25.29***	.23**	.41	.40	29.90***	.19*	.19*	.44	.42	27.07***	P
follower contextual orientation	leader traditional communication-nftf	manager communicates high performance expectations	.21***	.48	.46	26.42***	-.22***	.30	.28	14.97***	-.28***	-.11	.35	.33	15.45***	F
follower's power distance	follower traditional communication-nftf	follower reaches confidential info	.17*	.47	.45	25.29***	.21**	.41	.40	29.90***	.19*	.19*	.44	.42	27.07***	P
follower's power distance	leader use Internet in conducting business with interaction	leader bureaucracy	.26***	.22	.20	12.10***	.16*	.37	.35	14.43***	.20**	.04	.45	.43	23.06***	F
follower's power distance	follower traditional communication-nftf	leader bureaucracy	.17*	.47	.45	25.29***	.16*	.37	.35	14.43***	.20**	.04	.45	.43	23.06***	F
follower's power distance	leader use Internet in conducting business with interaction	leader questions old assumptions	.26***	.22	.20	12.10***	.16*	.09	.08	5.92**	.38***	.08	.14	.14	29.43***	F
follower's uncertainty avoidance	leader use mobile in conducting business with interaction	manager enforces the rules	.23**	.15	.13	9.95***	.15*	.25	.23	11.76***	.25***	.10	.26	.24	15.20***	F

influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high-context leaders use less Internet in conducting business leading to a decreased perception of leader as behaving like a father. We may interpret this finding as high-context leaders prefer using more rich media and less Internet in conducting business (checking reports, sharing knowledge, coordinating tasks, deploying strategies). It may be argued that less usage of an alternative channel makes followers think that their leaders are less helping them and thus start perceiving their leaders as less paternalist.

As seen in Table 3.4.4.2, *leader mobile communication* fully mediated the influence of *leader contextual orientation* on *leader behaves like a father* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant ($b=-.21$ $p<.01$, $R^2=.25$, adj. $R^2=.22$ and $F=11.28$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant ($b=-.25$ $p<.01$, $R^2=.30$, adj. $R^2=.28$ and $F=12.42$ $p<.001$); in the third step, the influence of predictor was eliminated ($b=.12$) while the influence of the mediator was still significant resulting in a significant regression equation ($b=.12$ $p<.05$, $R^2=.47$, adj. $R^2=.45$ and $F=25.37$ $p<.001$). We can conclude that cultural orientations of leader influence leader behavior through the mediation of technological (ICT) communication of leader partially confirming the Hypothesis 2. This finding states that high-context leaders use less mobile communication leading to a decreased perception of leader as behaving like a father. We may interpret this finding as high-context leaders

prefer using more rich media and less mobile (ICT) communication. It may be argued that less usage of an alternative channel makes followers think that their leaders are less helping them and thus start perceiving their leaders as less paternalist.

As seen in Table 3.4.4.2, *leader use Internet in conducting business* fully mediated the influence of *leader contextual orientation* on *leader charisma* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant ($b=-.16$ $p<.05$, $R^2=.23$, adj. $R^2=.21$ and $F=17.12$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant ($b=-.19$ $p<.01$, $R^2=.42$, adj. $R^2=.40$ and $F=24.62$ $p<.001$); in the third step, the influence of predictor was eliminated ($b=-.12$) while the influence of the mediator was still significant resulting in a significant regression equation ($b=.21$ $p<.001$, $R^2=.46$, adj. $R^2=.44$ and $F=24.76$ $p<.001$). We can conclude that cultural orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high-context leaders use less Internet in conducting business leading to a decreased perception of leader as charismatic. We may interpret this finding as high-context leaders prefer using more rich media and less ICT in conducting business thus they may transmit a sense of mission and provide a shared vision less and that may make followers perceive their leaders as less charismatic.

As seen in Table 3.4.4.2, *leader use Internet in conducting business* fully mediated the influence of *leader's technical orientation* on *leader behaves like a father* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.37 p<.001, R^2=.23, adj. R^2=.21 and F=17.12 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.30, adj. R^2=.28 and F=12.42 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.22 p<.001, R^2=.47, adj. R^2=.45 and F=25.37 p<.001). We can conclude that technical orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 4. This finding states that high technically oriented leaders use more Internet in conducting business. It may be argued that more usage of alternative channels makes followers think that their leaders are more helping them and thus start perceiving their leaders as more paternalist.

Table 3.4.4.2. Results of the ICT Usage mediated regression analysis of the influence of Follower's and Leader's Orientations on Leader- Follower Relations and Leader Behavior (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
follower's uncertainty avoidance	follower Internet communication	leader transactional	.25***	.16	.14	8.52***	.18**	.30	.28	18.23***	-.15*	.17**	.50	.48	28.08***	P
leader contextual orientation	leader use Internet in conducting business	leader behaves like a father	-.16*	.23	.21	17.12***	-.25**	.30	.28	12.42***	.22***	.12	.47	.45	25.37***	F
leader contextual orientation	leader mobile communication	leader behaves like a father	-.21**	.25	.22	11.28***	-.25**	.30	.28	12.42***	.12*	.12	.47	.45	25.37***	F
leader contextual orientation	leader use Internet in conducting business	leader charisma	-.16*	.23	.21	17.12***	-.19**	.42	.40	24.62***	.21***	-.12	.46	.44	24.76***	F
leader contextual orientation	leader use Internet in conducting business	leader transformation	-.16*	.23	.21	17.12***	-.22**	.39	.37	18.28***	.24***	-.15*	.55	.53	29.24***	P
leader's technical orientation	leader use Internet in conducting business	leader behaves like a father	.37***	.23	.21	17.12***	.16*	.30	.28	12.42***	.22***	.07	.47	.45	25.37***	F
leader's technical orientation	leader use Internet in conducting business	leader charisma	.37***	.23	.21	17.12***	.27***	.42	.40	24.62***	.21***	.21***	.46	.44	24.76***	P

As seen in Table 3.4.4.3, *leader use Internet in conducting business* fully mediated the influence of *leader's technical orientation* on *leader transformation* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.37 p<.001, R^2=.23, adj. R^2=.21 and F=17.12 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.19 p<.01, R^2=.39, adj. R^2=.37 and F=18.28 p<.001); in the third step, the influence of predictor was eliminated (b=.09) while the influence of the mediator was still significant resulting in a significant regression equation (b=.24 p<.001, R^2=.55, adj. R^2=.53 and F=29.24 p<.001). We can conclude that technical orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 4. This finding states that high technically oriented leaders use more Internet in conducting business leading to an increased perception of leader as transformational. We may interpret this finding as high technically oriented leaders prefer using more ICT in conducting business thus that usage of ICT may make followers perceive their leaders as transformational using new technology, new ways of doing things and questioning old traditions.

As seen in Table 3.4.4.3, *leader use Internet in conducting business with interaction* fully mediated the influence of *leader's technical orientation* on *leader transactional* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.31 p<.001, R^2=.22, adj. R^2=.20 and

F=12.10 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.14 p<.05, R^2=.30, adj. R^2=.28 and F=18.23 p<.001); in the third step, the influence of predictor was eliminated (b=-.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.50 p<.001, R^2=.50, adj. R^2=.48 and F=28.08 p<.001). We can conclude that technical orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 4. This finding states that high technically oriented leaders use more Internet in conducting business with interaction leading to an increased perception of leader as transactional. We may interpret this finding as high technically oriented leaders prefer using more ICT in conducting business and that usage of ICT in conducting business transactions (making corrections, exchange data, track deliveries) may make followers perceive their leaders as transactional.

As seen in Table 3.4.4.3, *leader use Internet in conducting business with interaction* fully mediated the influence of *leader's uncertainty avoidance* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.18 p<.01, R^2=.22, adj. R^2=.20 and F=12.10 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.19 p<.01, R^2=.37, adj. R^2=.35 and F=14.43 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.20 p<.01, R^2=.45, adj. R^2=.43 and F=23.06

p<.001). We can conclude that cultural orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high uncertainty avoidance leaders use more Internet in conducting business with interaction leading to an increased perception of leader as bureaucratic. We may interpret this finding as high uncertainty avoidance leaders prefer using more ICT in conducting business to avoid uncertainties and ambiguities and that usage of ICT may make followers feel as if more controlled and perceive their leaders as more bureaucratic.

As seen in Table 3.4.4.3, *leader mobile communication* fully mediated the influence of *leader's uncertainty avoidance* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.15 p<.05, R^2=.25, adj. R^2=.22 and F=11.28 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.19 p<.01, R^2=.37, adj. R^2=.35 and F=14.43 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.21 p<.001, R^2=.45, adj. R^2=.43 and F=23.06 p<.001). We can conclude that cultural orientation of leader influence leader behavior through the mediation of technological (ICT) communication of leader and follower partially confirming the Hypothesis 2. This finding states that high uncertainty avoidance leaders use more mobile communication leading to an increased perception of leader as bureaucratic. We may interpret this finding as high uncertainty avoidance leaders prefer using more ICT in communication

to avoid uncertainties and ambiguities and that usage of ICT may make followers feel as if more controlled and perceive their leaders as more bureaucratic.

As seen in Table 3.4.4.3, *leader use Internet in conducting business with interaction* fully mediated the influence of *leader's uncertainty avoidance* on *leader questions old assumptions* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.18 p<.01, R^2=.22, adj. R^2=.20 and F=12.10 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.20 p<.01, R^2=.09, adj. R^2=.08 and F=5.92 p<.001); in the third step, the influence of predictor was eliminated (b=.13) while the influence of the mediator was still significant resulting in a significant regression equation (b=.38 p<.001, R^2=.14, adj. R^2=.14 and F=29.43 p<.001). We can conclude that cultural orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high uncertainty avoidance leaders use more Internet in conducting business with interaction leading to an increased perception of leader as questioning old assumptions. We may interpret this finding as high uncertainty avoidance leaders prefer using more ICT in conducting business with interaction to avoid uncertainties and ambiguities and that usage of ICT may make followers perceive their leaders as transformational using new technology, new ways of doing things and questioning old assumptions/ traditions.

As seen in Table 3.4.4.3, *leader use Internet in conducting business with interaction* fully mediated the influence of *leader's uncertainty avoidance* on *manager focuses attention on irregularities* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.18 p<.01, R^2=.22, adj. R^2=.20 and F=12.10 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.16 p<.05, R^2=.06, adj. R^2=.05 and F=6.05 p<.001); in the third step, the influence of predictor was eliminated (b=.11) while the influence of the mediator was still significant resulting in a significant regression equation (b=.25 p<.001, R^2=.14, adj. R^2=.13 and F=13.94 p<.001). We can conclude that cultural orientation of leader influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 3. This finding states that high uncertainty avoidance leaders use more Internet in conducting business with interaction leading to an increased perception of leader as focusing attention on irregularities. We may interpret this finding as high uncertainty avoidance leaders prefer using more ICT in conducting business with interaction to avoid uncertainties and ambiguities and that usage of ICT in business transactions (making corrections, exchange data, track deliveries) may make followers perceive their leaders as transactional.

In summary, it can be argued that leader's orientations lead to leader's usage of alternative channels like ICT. As a result, the more channels leaders use, the better all leader behaviors become.

Situational Factors as Predictors.

As seen in Table 3.4.4.3, *leader traditional communication-nftf* fully mediated the influence of *manager telecommutes* on *manager communicates high performance expectations* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.17 p<.05, R^2=.48, adj. R^2=.46 and F=26.42 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=-.16 p<.05, R^2=.30, adj. R^2=.28 and F=14.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.09) while the influence of the mediator was still significant resulting in a significant regression equation (b=-.28 p<.001, R^2=.35, adj. R^2=.33 and F=15.45 p<.001). We can conclude that situational factors influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that highly telecommuting leaders use more traditional –not face-to-face communication leading to a decreased perception of leader as communicating high performance expectations. That may be interpreted as highly telecommuting leaders need to exchange documents and understand this as a way of compensating their not being in the office and showing that they are working to their followers utilize such traditional communication methods more leading to a less perceived charismatic leader behavior.

Table 3.4.4.3. Results of the ICT Usage mediated regression analysis of the influence of Leader's Orientations and Situational Factors on Leader- Follower Relations and Leader Behavior (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
leader's technical orientation	leader use Internet in conducting business	leader transformation	.37***	.23	.21	17.12***	.19**	.39	.37	18.28***	.24***	.09	.55	.53	29.24***	F
leader's technical orientation	leader use Internet in conducting business with interaction	leader transactional	.31***	.22	.20	12.10***	.14*	.30	.28	18.23***	.50***	-.01	.50	.48	28.08***	F
leader's uncertainty avoidance	leader use Internet in conducting business with interaction	leader bureaucracy	.18**	.22	.20	12.10***	.19**	.37	.35	14.43***	.20**	.07	.45	.43	23.06***	F
leader's uncertainty avoidance	leader mobile communication	leader bureaucracy	.15*	.25	.22	11.28***	.19**	.37	.35	14.43***	.21***	.07	.45	.43	23.06***	F
leader's uncertainty avoidance	leader use Internet in conducting business with interaction	leader questions old assumptions	.18**	.22	.20	12.10***	.20**	.09	.08	5.92**	.38***	.13	.14	.14	29.43***	F
leader's uncertainty avoidance	leader use Internet in conducting business with interaction	leader transactional	.18**	.22	.20	12.10***	.24***	.30	.28	18.23***	.50***	.16**	.50	.48	28.08***	P
leader's uncertainty avoidance	leader use Internet in conducting business with interaction	manager focuses attention on irregularities	.18**	.22	.20	12.10***	.16*	.06	.05	6.05**	.25***	.11	.14	.13	13.94***	F
manager telecommutes (works at home)	leader traditional communication-nftf	manager communicates high performance expectations	.17*	.48	.46	26.42***	-.16*	.30	.28	14.97***	-.28***	-.09	.35	.33	15.45***	F

As seen in Table 3.4.4.4, *follower traditional communication-nftf* fully mediated the influence of *respondent telecommutes* on *follower reaches confidential* info given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.38 p<.001, R^2=.47, adj. R^2=.45 and F=25.29 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.41, adj. R^2=.40 and F=29.90 p<.001); in the third step, the influence of predictor was eliminated (b=.12) while the influence of the mediator was still significant resulting in a significant regression equation (b=.19 p<.05, R^2=.44, adj. R^2=.42 and F=27.07 p<.001). We can conclude that situational factors influence leader-follower relations through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that highly telecommuting followers use more traditional –not face-to-face communication leading to an increase in follower's reach to confidential info. That may be interpreted as highly telecommuting followers need to exchange documents and understand this as a way of compensating their not being in the office and show that they are working to their leaders utilize such traditional communication methods more leading to a perceived increase in their reach to confidential info.

As seen in Table 3.4.4.4, *follower use Internet in conducting business with interaction* fully mediated the influence of *respondent telecommutes* on *follower reaches confidential info* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.32 p<.001, R^2=.15, adj.

R^2=.14 and F=15.21 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.41, adj. R^2=.40 and F=29.90 p<.001); in the third step, the influence of predictor was eliminated (b=.12) while the influence of the mediator was still significant resulting in a significant regression equation (b=.18 p<.01, R^2=.44, adj. R^2=.42 and F=27.07 p<.001). We can conclude that situational factors influence leader-follower relations through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by follower partially confirming the Hypothesis 7. This finding states that highly telecommuting followers use more Internet in conducting business with interaction leading to an increase in follower's reach to confidential info. That may be interpreted as highly telecommuting followers need to exchange documents/ data and understand this as a way of compensating their not being in the office and show that they are working to their leaders utilize ICT more in conducting business with interaction leading to a perceived increase in their reach to confidential company info.

As seen in Table 3.4.4.4, *follower traditional communication-nftf* fully mediated the influence of *respondent telecommutes* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.38 p<.001, R^2=.47, adj. R^2=.45 and F=25.29 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.17 p<.05, R^2=.37, adj. R^2=.35 and F=14.43 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant

regression equation (b=.20 p<.01, R^2=.45, adj. R^2=.43 and F=23.06 p<.001). We can conclude that situational factors influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that highly telecommuting followers use more traditional –not face-to-face communication leading to an increase in leader bureaucracy. That may be interpreted as highly telecommuting followers need to exchange documents and understand this as a way of compensating their not being in the office and show that they are working to their leaders utilize such traditional communication methods more. Then, those faxes and assistant interventions make followers feel as if their leaders set some hierarchies and rules. Thus they start perceiving their leaders as more bureaucratic.

As seen in Table 3.4.4.4, *follower traditional communication-nftf* fully mediated the influence of *respondent telecommutes* on *manager focuses attention on irregularities* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.38 p<.001, R^2=.47, adj. R^2=.45 and F=25.29 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.20 p<.01, R^2=.06, adj. R^2=.05 and F=6.05 p<.01); in the third step, the influence of predictor was eliminated (b=.05) while the influence of the mediator was still significant resulting in a significant regression equation (b=.20 p<.01, R^2=.14, adj. R^2=.13 and F=13.94 p<.001). We can conclude that situational factors influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that

highly telecommuting followers use more traditional –not face-to-face communication leading to an increase in manager focuses attention on irregularities. That may be interpreted as highly telecommuting followers need to exchange documents and understand this as a way of compensating their not being in the office and show that they are working to their leaders utilize such traditional communication methods more. Then, those faxes and assistant interventions make followers feel as if their leaders set some hierarchies and rules. Thus they start perceiving their leaders as more bureaucratic.

As seen in Table 3.4.4.4, *leader use mobile in conducting business with interaction* fully mediated the influence of *respondent works as mobile* on *leader wants commitment to company* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant ($b=.22$ $p<.01$, $R^2=.15$, adj. $R^2=.13$ and $F=9.95$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant ($b=.15$ $p<.05$, $R^2=.35$, adj. $R^2=.34$ and $F=23.78$ $p<.001$); in the third step, the influence of predictor was eliminated ($b=.10$) while the influence of the mediator was still significant resulting in a significant regression equation ($b=.21$ $p<.001$, $R^2=.36$, adj. $R^2=.34$ and $F=32.17$ $p<.001$). We can conclude that situational factors influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 7. This finding states that highly mobile working followers' leaders use more mobile in conducting business with interaction leading to an increase in leader wants commitment to company. That may be

interpreted as highly mobile working followers' leaders need to use mobile in conducting business with interaction (communicating with suppliers and customers) and followers may understand this as if their leaders check whether they visit the customers and whether they interact with the suppliers of their company leading to an increase in their perceptions of leaders as paternalist, wanting commitment to company.

As seen in Table 3.4.4.4, *leader mobile communication* fully mediated the influence of *respondent works as mobile* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.27 $p<.001$, $R^2=.25$, adj. $R^2=.22$ and $F=11.28$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.14 $p<.05$, $R^2=.37$, adj. $R^2=.35$ and $F=14.43$ $p<.001$); in the third step, the influence of predictor was eliminated (b=.10) while the influence of the mediator was still significant resulting in a significant regression equation (b=.21 $p<.001$, $R^2=.45$, adj. $R^2=.43$ and $F=23.06$ $p<.001$). We can conclude that situational factors influence leader behavior through the mediation of technological (ICT) communication of leader partially confirming the Hypothesis 8. This finding states that highly mobile working followers' leaders use more mobile communication leading to an increase in leader bureaucracy. That may be interpreted as highly mobile working followers' leaders need to use mobile communication to be able to reach their followers and followers may understand this as if their leaders check and control them leading to an increase in followers' perceptions of leaders as bureaucratic.

As seen in Table 3.4.4.4, *follower traditional communication-nftf* fully mediated the influence of *respondent works as mobile* on *leader bureaucracy* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=-.13 $p<.05$, $R^2=.47$, adj. $R^2=.45$ and $F=25.29$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.14 $p<.05$, $R^2=.37$, adj. $R^2=.35$ and $F=14.43$ $p<.001$); in the third step, the influence of predictor was eliminated (b=.10) while the influence of the mediator was still significant resulting in a significant regression equation (b=.20 $p<.01$, $R^2=.45$, adj. $R^2=.43$ and $F=23.06$ $p<.001$). We can conclude that situational factors influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that highly mobile working followers use less traditional –not face-to-face communication leading to a decrease in leader bureaucracy. That may be interpreted as highly mobile working followers do not see fax and assistant intervention as a practical method of communication. Then, since those faxes and assistant interventions are less, followers feel as if their leaders do not set some hierarchies and rules. Thus they start perceiving their leaders as less bureaucratic.

Table 3.4.4.4. Results of the ICT Usage mediated regression analysis of the influence of Situational Factors on Leader- Follower Relations and Leader Behavior (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
respondent telecommutes (works at home)	follower traditional communication-nftf	follower reaches confidential info	.38***	.47	.45	25.29***	.22***	.41	.40	29.90***	.19*	.12	.44	.42	27.07***	F
respondent telecommutes (works at home)	follower use Internet in conducting business with interaction	follower reaches confidential info	.32***	.15	.14	15.21***	.22***	.41	.40	29.90***	.18**	.12	.44	.42	27.07***	F
respondent telecommutes (works at home)	follower traditional communication-nftf	leader bureaucracy	.38***	.47	.45	25.29***	.17*	.37	.35	14.43***	.20**	.07	.45	.43	23.06***	F
respondent telecommutes (works at home)	follower traditional communication-nftf	manager focuses attention on irregularities	.38***	.47	.45	25.29***	.20**	.06	.05	6.05**	.20**	.05	.14	.13	13.94***	F
respondent works as mobile	leader use mobile in conducting business with interaction	leader wants commitment to company	.22**	.15	.13	9.95***	.15*	.35	.34	23.78***	.21***	.10	.36	.34	32.17***	F
respondent works as mobile	leader mobile communication	leader bureaucracy	.27***	.25	.22	11.28***	.14*	.37	.35	14.43***	.21***	.10	.45	.43	23.06***	F
respondent works as mobile	follower traditional communication-nftf	leader bureaucracy	-.13*	.47	.45	25.29***	.14*	.37	.35	14.43***	.20**	.10	.45	.43	23.06***	F
respondent works as mobile	leader traditional communication-nftf	manager communicates high performance expectations	-.20***	.48	.46	26.42***	.28***	.30	.28	14.97***	-.28***	.20**	.35	.33	15.45***	P

As seen in Table 3.4.4.5, *leader traditional communication-nftf* fully mediated the influence of *respondent works as a part-time employee* on *leader behaves like a father* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.48, adj. R^2=.46 and F=26.42 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.24 p<.001, R^2=.30, adj. R^2=.28 and F=12.42 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=.30 p<.001, R^2=.47, adj. R^2=.45 and F=25.37 p<.001). We can conclude that situational factors influence leader behavior through the mediation of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that part-time working followers use more traditional –not face-to-face communication leading to an increase in leader behaves like a father. That may be interpreted as part-time working followers' leaders see exchanging documents via fax as an alternative method of communication. Their followers may think that their leaders are trying to help them by those exchanges and start perceiving their leaders as more paternalist.

As seen in Table 3.4.4.5, *leader use Internet in conducting business* fully mediated the influence of *technical support to leader* on *leader charisma* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.15 p<.05, R^2=.23, adj. R^2=.21 and F=17.12 p<.001); in the second step, the mediator had a significant beta and the regression equation was

statistically significant (b=.17 p<.01, R^2=.42, adj. R^2=.40 and F=24.62 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.21 p<.001, R^2=.46, adj. R^2=.44 and F=24.76 p<.001). We can conclude that situational factors influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 7. This finding states that as technical support to leader increases leader use more Internet in conducting business leading to an increase in leader charisma. That may be interpreted as more technical support to leaders mean more facilitation for the usage of the Internet by leaders. Thus leaders may be able to transmit senses of mission and provide shared visions more and that may make followers perceive their leaders as more charismatic.

As seen in Table 3.4.4.5, *manager communicates with respondent face-to-face* fully mediated the influence of *technical support to leader* on *leader charisma* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.23 p<.01, R^2=.08, adj. R^2=.07 and F=7.9 p<.01); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.17 p<.01, R^2=.42, adj. R^2=.40 and F=24.62 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.18 p<.01, R^2=.46, adj. R^2=.44 and F=24.76 p<.001). We can conclude that situational factors influence leader behavior through the mediation of usage of traditional communication of leader and

follower partially confirming the Hypothesis 6. This finding states that as technical support to leader increases leader use more face-to-face communication leading to an increase in leader charisma. That may be interpreted as more technical support to leaders may make them feel more technical and not personal. Thus they may start communicating with their followers face-to-face more. As a result, leaders may be able to transmit senses of mission and provide shared visions more and that may make followers perceive their leaders as more charismatic.

As seen in Table 3.4.4.5, *leader use Internet in conducting business* fully mediated the influence of *technical support to leader* on *leader transformation* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant ($b=.15$ $p<.05$, $R^2=.23$, adj. $R^2=.21$ and $F=17.12$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant ($b=.15$ $p<.05$, $R^2=.39$, adj. $R^2=.37$ and $F=18.28$ $p<.001$); in the third step, the influence of predictor was eliminated ($b=-.01$) while the influence of the mediator was still significant resulting in a significant regression equation ($b=.24$ $p<.001$, $R^2=.55$, adj. $R^2=.53$ and $F=29.24$ $p<.001$). We can conclude that situational factors influence leader behavior through the mediation of usage of Information and Communication Technologies (ICT) in conducting business by leader partially confirming the Hypothesis 7. This finding states that as technical support to leader increases leader use more Internet in conducting business leading to an increase in leader transformation. That may be interpreted as more technical support to leaders mean more facilitation for the usage of the Internet by leaders. Thus more usage of ICT

may make followers perceive their leaders as more transformational using new technology, new ways of doing things and questioning old traditions.

As seen in Table 3.4.4.5, *manager communicates with respondent face-to-face* fully mediated the influence of *technical support to leader* on *leader transformation* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.15 p<.05, R^2=.23, adj. R^2=.21 and F=17.12 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.15 p<.05, R^2=.39, adj. R^2=.37 and F=18.28 p<.001); in the third step, the influence of predictor was eliminated (b=-.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.24 p<.001, R^2=.55, adj. R^2=.53 and F=29.24 p<.001). We can conclude that situational factors influence leader behavior through the mediation of usage of traditional communication of leader and follower partially confirming the Hypothesis 6. This finding states that as technical support to leader increases leader use more Internet in conducting business leading to an increase in leader transformation. That may be interpreted as more technical support to leaders may make them feel more technical and not personal. Thus they may start communicating with their followers face-to-face more. Then, more usage of face-to-face communication may make followers perceive their leaders as more transformational dealing with followers as individuals and encouraging/ stimulating them.

Table 3.4.4.5. Results of the ICT Usage mediated regression analysis of the influence of Situational Factors (part-time arrangement and technical support) on Leader- Follower Relations and Leader Behavior (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R^2*	*adj. R^2*	*F*	*Std. Beta Weight*	*R^2*	*adj. R^2*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R^2*	*adj. R^2*	*F*	*Full/ Partial*
respondent works here as a part-time employee	follower traditional communication-nftf	follower reaches confidential info	.12*	.47	.45	25.29***	.19**	.41	.40	29.90***	.19*	.18**	.44	.42	27.07***	P
respondent works here as a part-time employee	leader traditional communication-nftf	leader behaves like a father	.26***	.48	.46	26.42***	.24***	.30	.28	12.42***	.30***	.08	.47	.45	25.37***	F
technical support to leader	leader use Internet in conducting business manager	leader charisma	.15*	.23	.21	17.12***	.17**	.42	.40	24.62***	.21***	.07	.46	.44	24.76***	F
technical support to leader	communicates with respondent face-to-face	leader charisma	.23**	.08	.07	7.9**	.17**	.42	.40	24.62***	.18**	.07	.46	.44	24.76***	F
technical support to leader	leader use Internet in conducting business manager	leader transformation	.15*	.23	.21	17.12***	.15*	.39	.37	18.28***	.24***	-.01	.55	.53	29.24***	F
technical support to leader	communicates with respondent face-to-face	leader transformation	.23**	.08	.07	7.9**	.15*	.39	.37	18.28***	.29***	-.01	.55	.53	29.24***	F

In summary, it can be argued that situational factors lead to leader's usage of alternative channels like ICT. As a result, the more channels leaders use, the better leader-follower relations and all leader behaviors become.

When the results of the partial mediation analyses are evaluated with the full mediation analyses result mentioned above, we can state the following conclusions:

Cultural orientations of leader and follower influence all the modeled leader behaviors through the mediation of usage of ICT in conducting business by leader and follower partially confirming the Hypothesis 3. In addition, cultural orientations of leader and follower influence leader-follower relations and leader behavior through the mediation of traditional communication confirming the Hypothesis 1. Moreover, cultural orientations of leader and follower influence leader behavior through the mediation of technological communication of leader and follower partially confirming the Hypothesis 2.

When it comes to technological orientational factors, it is observed that leader's technological orientation influences leader behavior through the mediation of leader's usage of the Internet in conducting business partially confirming the Hypothesis 4. Hypothesis 5 is not confirmed by the analysis.

It can be concluded that situational factors influence leader- follower relations and leader behavior through the mediation of traditional communication by confirming the Hypothesis 6. It is shown that situational factors influence leader-follower relations and leader behavior through the mediation of leader's usage of ICT in conducting business by partially confirming the Hypothesis 7. It can be concluded that situational factors

influence leader behaviors through the mediation of leader's technological communication partially confirming the Hypothesis 8.

3. 4. 4. 2. Leader-Follower Relations and Leader Behavior Mediate the Influence of ICT Usage on Follower's Positive Work Attitudes

Traditional Communication of Follower as Predictors.

As seen in Table 3.4.4.6, *follower reaches confidential info* fully mediated the influence of *follower traditional communication-nftf* on *follower loyalty-longevity* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.40 p<.001, R^2=.32, adj. R^2=.31 and F=27.04 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.23, adj. R^2=.22 and F=17.66 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=.16 p<.05, R^2=.47, adj. R^2=.45 and F=21.67 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as follower's traditional –not face-to-face communication is used more follower reaches confidential info more leading to an increase in follower loyalty- longevity. That may be interpreted as when followers use traditional – not face-to-face communication more they exchange company documents

such as agreements and contracts via fax, they may think that they reach confidential company info more. Thus followers may become more loyal (longevity) wanting to remain working under their leaders.

As seen in Table 3.4.4.6, *follower reaches confidential info* fully mediated the influence of *follower traditional communication-nftf* on *follower distributional justice-reward fairness* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.40 p<.001, R^2=.32, adj. R^2=.31 and F=27.04 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.25 p<.001, R^2=.14, adj. R^2=.13 and F=14.62 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.18 p<.01, R^2=.35, adj. R^2=.34 and F=31.73 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as follower's traditional –not face-to-face communication is used more follower reaches confidential info more leading to an increase in follower distributional justice- reward fairness. That may be interpreted as when followers use traditional –not face-to-face communication more they exchange company documents such as agreements and contracts via fax, they may think that they reach confidential company info more. Thus followers may perceive more distributional justice (reward fairness) wanting to remain working under their leaders.

Technological Communication of Leader as Predictors.

As seen in Table 3.4.4.6, *follower expects from leader* fully mediated the influence of *leader Internet communication* on *follower loyalty-longevity* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.23, adj. R^2=.22 and F=17.66 p<.001); in the third step, the influence of predictor was eliminated (b=.10) while the influence of the mediator was still significant resulting in a significant regression equation (b=.18 p<.05, R^2=.47, adj. R^2=.45 and F=21.67 p<.001). We can conclude that technological communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 10. This finding states that as leader use more Internet communication follower expects more leading to an increase in follower loyalty- longevity. That may be interpreted as when leaders use Internet in communication with their followers more; followers' beliefs that their leaders can provide them with information, career opportunities and support become more. Thus followers may become more loyal (longevity) wanting to remain working under their leaders.

As seen in Table 3.4.4.6, *leader expects from follower* fully mediated the influence of *leader Internet communication* on *follower loyalty-longevity* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant

(b=.35 p<.001, R^2=.21, adj. R^2=.20 and F=15.57 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.23, adj. R^2=.22 and F=17.66 p<.001); in the third step, the influence of predictor was eliminated (b=.10) while the influence of the mediator was still significant resulting in a significant regression equation (b=.18 p<.05, R^2=.47, adj. R^2=.45 and F=21.67 p<.001). We can conclude that technological communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 10. This finding states that as leader use more Internet communication leader expects more leading to an increase in follower loyalty- longevity. That may be interpreted as when leaders use Internet in communication with their followers more, they believe that their followers can provide them with information, loyalty and hard work more. Thus followers may become more loyal (longevity) wanting to remain working under their leaders.

As seen in Table 3.4.4.6, *follower expects from leader* fully mediated the influence of *leader Internet communication* on *follower satisfaction-work conditions* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.21 p<.01, R^2=.20, adj. R^2=.18 and F=14.17 p<.001); in the third step, the influence of predictor was eliminated (b=.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.41 p<.001, R^2=.41, adj. R^2=.40 and

F=40.31 p<.001). We can conclude that technological communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 10. This finding states that as leader use more Internet communication follower expects more leading to an increase in follower satisfaction- work conditions. That may be interpreted as when leaders use Internet in communication with their followers more; followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus followers may become more satisfied in terms of their work conditions.

As seen in Table 3.4.4.6, *follower expects from leader* fully mediated the influence of *leader Internet communication* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.33 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.47 p<.001, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that technological communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 10. This finding states that as leader use more Internet communication follower expects more leading to an increase in follower satisfaction- personal. That may be interpreted as when leaders use Internet in communication with their followers more;

followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus followers may become more satisfied (personal) especially with the communication with their leaders.

As seen in Table 3.4.4.6, *leader expects from follower* fully mediated the influence of *leader Internet communication* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.35 p<.001, R^2=.21, adj. R^2=.20 and F=15.57 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.33 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.14 p<.05, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that technological communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 10. This finding states that as leader use more Internet communication leader expects more leading to an increase in follower satisfaction- personal. That may be interpreted as when leaders use Internet in communication with their followers more, they believe that their followers can provide them with information, loyalty and hard work more. Thus followers may become more satisfied (personal) especially with the communication with their leaders.

Table 3.4.4.6. Results of the Leader-Follower Relations and Leader Behavior mediated regression analysis of the influence of Follower's Traditional Communication and Leader's Technological Communication on Follower's Positive Work Attitudes (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
follower mobile communication	manager enforces the rules	follower loyalty-leader's best interest	.19*	.14	.13	14.16***	.30***	.19	.18	21.21***	.17**	.18**	.53	.52	49.05***	P
follower traditional communication-nftf	follower reaches confidential info	follower loyalty-longevity	.40***	.32	.31	27.04***	.22***	.23	.22	17.66***	.16*	.08	.47	.45	21.67***	F
follower traditional communication-nftf	follower reaches confidential info	follower distributional justice-reward fairness	.40***	.32	.31	27.04***	.25***	.14	.13	14.62***	.18**	.07	.35	.34	31.73***	F
leader Internet communication	follower expects from leader	follower loyalty-longevity	.22**	.24	.22	18.06***	.27***	.23	.22	17.66***	.18*	.10	.47	.45	21.67***	F
leader Internet communication	leader expects from follower	follower loyalty-longevity	.35***	.21	.20	15.57***	.27***	.23	.22	17.66***	.18*	.10	.47	.45	21.67***	F
leader Internet communication	follower expects from leader	follower satisfaction-work conditions	.22**	.24	.22	18.06***	.21**	.20	.18	14.17***	.41***	.01	.41	.40	40.31***	F
leader Internet communication	follower expects from leader	follower satisfaction-personal	.22**	.24	.22	18.06***	.33***	.19	.18	20.36***	.47***	.07	.48	.47	40.76***	F
leader Internet communication	leader expects from follower	follower satisfaction-personal	.35***	.21	.20	15.57***	.33***	.19	.18	20.36***	.14*	.07	.48	.47	40.76***	F

Usage of Information and Communication Technologies (ICT) in Conducting Business by Leader as Predictors.

As seen in Table 3.4.4.7, *follower expects from leader* fully mediated the influence of *leader use Internet in conducting business* on *follower loyalty-leader's best interest* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.25 p<.001, R^2=.19, adj. R^2=.18 and F=21.21 p<.001); in the third step, the influence of predictor was eliminated (b=-.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.52 p<.001, R^2=.53, adj. R^2=.52 and F=49.05 p<.001). We can conclude that usage of Information and Communication Technologies (ICT) in conducting business by leader influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 9. This finding states that as leader use more Internet in conducting business follower expects more leading to an increase in follower loyalty- leader's best interest. That may be interpreted as when leaders use Internet in conducting business (coordinating tasks, checking reports, sharing knowledge) more, followers' beliefs that their leaders can provide them with information, career opportunities, and support become more. Thus followers may become more loyal wanting their leaders' best interests.

As seen in Table 3.4.4.7, *leader transformation* fully mediated the influence of *leader use Internet in conducting business* on *follower trust* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.36 p<.001, R^2=.38, adj. R^2=.37 and F=35.20 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.23 p<.01, R^2=.26, adj. R^2=.25 and F=20.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.59 p<.001, R^2=.69, adj. R^2=.68 and F=129.06 p<.001). We can conclude that usage of Information and Communication Technologies (ICT) in conducting business by leader influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 9. This finding states that as leader use more Internet in conducting business leader is perceived as more transformational leading to an increase in follower trust. That may be interpreted as when leaders use Internet in conducting business (coordinating tasks, checking reports, sharing knowledge) more, followers perceive them as more transformational using new technology, new ways of doing things and questioning old traditions. Since transformational leaders deals with followers as individuals, considers their needs, abilities and aspirations; followers may become more trustful.

As seen in Table 3.4.4.7, *follower expects from leader* fully mediated the influence of *leader use Internet in conducting business* on *follower trust* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant

(b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.23 p<.01, R^2=.26, adj. R^2=.25 and F=20.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.01) while the influence of the mediator was still significant resulting in a significant regression equation (b=.22 p<.001, R^2=.69, adj. R^2=.68 and F=129.06 p<.001). We can conclude that usage of Information and Communication Technologies (ICT) in conducting business by leader influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 9. This finding states that as leader use more Internet in conducting business follower expects more leading to an increase in follower trust. That may be interpreted as when leaders use Internet in conducting business (coordinating tasks, checking reports, sharing knowledge) more, followers' beliefs that their leaders can provide them with information, career opportunities, and support become more. Thus followers may become more trustful relying on leaders' support.

As seen in Table 3.4.4.7, *follower expects from leader* fully mediated the influence of *leader use Internet in conducting business* on *follower distributional justice-work fairness* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.01, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.13, adj. R^2=.12 and F=13.61 p<.001); in the third step, the influence of predictor was eliminated (b=.04) while the influence of the

mediator was still significant resulting in a significant regression equation (b=.39 p<.001, R^2=.34, adj. R^2=.33 and F=45.89 p<.001). We can conclude that usage of Information and Communication Technologies (ICT) in conducting business by leader influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 9. This finding states that as leader use more Internet in conducting business follower expects more leading to an increase in follower distributional justice-work fairness. That may be interpreted as when leaders use Internet in conducting business (coordinating tasks, checking reports, sharing knowledge) more, followers' beliefs that their leaders can provide them with information, career opportunities, and support become more. Thus followers' distributional justice perceptions become more in terms of work fairness (work schedule, load and job responsibilities).

As seen in Table 3.4.4.7, *leader charisma* fully mediated the influence of *leader use Internet in conducting business* on *follower distributional justice-work fairness* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.36 p<.001, R^2=.27, adj. R^2=.26 and F=21.58 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.13, adj. R^2=.12 and F=13.61 p<.001); in the third step, the influence of predictor was eliminated (b=.04) while the influence of the mediator was still significant resulting in a significant regression equation (b=.27 p<.001, R^2=.34, adj. R^2=.33 and F=45.89 p<.001). We can conclude that usage of Information and Communication Technologies (ICT) in conducting business by leader

influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 9. This finding states that as leader use more Internet in conducting business leader is perceived as more charismatic leading to an increase in follower distributional justice-work fairness. That may be interpreted as when leaders use Internet in conducting business (coordinating tasks, checking reports, and sharing knowledge) more, followers perceive them as more charismatic transmitting senses of mission and providing shared visions. Since charismatic leaders make people feel good to be around them and make followers have complete confidence in them; followers' distributional justice perceptions may become more in terms of work fairness (work schedule, load and job responsibilities).

Traditional Communication of Leader as Predictors.

As seen in Table 3.4.4.8, *leader transformation* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower trust* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant ($b=.34$ $p<.001$, $R^2=.38$, adj. $R^2=.37$ and $F=35.20$ $p<.001$); in the second step, the mediator had a significant beta and the regression equation was statistically significant ($b=.27$ $p<.001$, $R^2=.26$, adj. $R^2=.25$ and $F=20.97$ $p<.001$); in the third step, the influence of predictor was eliminated ($b=-.02$) while the influence of the mediator was still significant resulting in a significant regression equation ($b=.59$ $p<.001$, $R^2=.69$, adj. $R^2=.68$ and $F=129.06$ $p<.001$).

Table 3.4.4.7. Results of the Leader-Follower Relations and Leader Behavior mediated regression analysis of the influence of Leader's Usage of Information and Communication Technological (ICT) in Conducting Business on Follower's Positive Work Attitudes (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
leader use Internet in conducting business	follower expects from leader	follower loyalty-leader's best interest	.22**	.24	.22	18.06***	.25***	.19	.18	21.21***	.52***	-.01	.53	.52	49.05***	F
leader use Internet in conducting business	leader transformation	follower trust	.36***	.38	.37	35.20***	.23**	.26	.25	20.97***	.59***	-.01	.69	.68	129.06***	F
leader use Internet in conducting business	follower expects from leader	follower trust	.22**	.24	.22	18.06***	.23**	.26	.25	20.97***	.22***	-.01	.69	.68	129.06***	F
leader use Internet in conducting business	follower expects from leader	follower distributional justice-work fairness	.22**	.24	.22	18.06***	.27***	.13	.12	13.61***	.39***	.04	.34	.33	45.89***	F
leader use Internet in conducting business	leader charisma	follower distributional justice-work fairness	.36***	.27	.26	21.58***	.27***	.13	.12	13.61***	.27***	.04	.34	.33	45.89***	F
leader use Internet in conducting business	leader transformation	follower procedural justice	.36***	.38	.37	35.20***	.46***	.39	.38	55.56***	.37***	.16***	.77	.76	94.78***	P
leader use Internet in conducting business	leader behaves like a father	follower procedural justice	.30***	.38	.36	26.50***	.46***	.39	.38	55.56***	.18**	.16***	.77	.76	94.78***	P
leader use Internet in conducting business	leader charisma	follower procedural justice	.36***	.27	.26	21.58***	.46***	.39	.38	55.56***	.22*	.16***	.77	.76	94.78***	P
leader use Internet in conducting business	leader transformation	follower interactional justice	.36***	.38	.37	35.20***	.36***	.37	.36	25.81***	.58***	.14**	.69	.68	75.66***	P

We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more leader is perceived by follower as more transformational leading to an increase in follower trust. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more transformational since they think that leaders deal with followers as individuals, consider their needs, abilities and aspirations. Thus followers may become more trustful relying on their leaders' support.

As seen in Table 3.4.4.8, *follower expects from leader* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower trust* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.24 p<.001, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.26, adj. R^2=.25 and F=20.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.02) while the influence of the mediator was still significant resulting in a significant regression equation (b=.22 p<.001, R^2=.69, adj. R^2=.68 and F=129.06 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more follower's expectations become more leading to an increase in follower trust. That may

be interpreted as when leaders use face-to-face communication more; followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus followers may become more trustful relying on their leaders' support.

As seen in Table 3.4.4.8, *leader expects from follower* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower trust* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.21, adj. R^2=.20 and F=15.57 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.27 p<.001, R^2=.26, adj. R^2=.25 and F=20.97 p<.001); in the third step, the influence of predictor was eliminated (b=-.02) while the influence of the mediator was still significant resulting in a significant regression equation (b=.13 p<.01, R^2=.69, adj. R^2=.68 and F=129.06 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more leader's expectations become more leading to an increase in follower trust. That may be interpreted as when leaders use face-to-face communication more; they believe that their followers can provide them with information, loyalty and hard work more. Thus followers may become more trustful relying on their leaders' reciprocal support.

As seen in Table 3.4.4.8, *follower expects from leader* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower*

distributional justice-work fairness given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.24 p<.001, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.21 p<.01, R^2=.13, adj. R^2=.12 and F=13.61 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.39 p<.001, R^2=.34, adj. R^2=.33 and F=45.89 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more follower's expectations become more leading to an increase in follower distributional justice-work fairness. That may be interpreted as when leaders use face-to-face communication more; followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus, followers' distributional justice perceptions may become more in terms of work fairness (work schedule, load and job responsibilities).

As seen in Table 3.4.4.8, *leader charisma* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower distributional justice-work fairness* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.21 p<.01, R^2=.27, adj. R^2=.26 and F=21.58 p<.001); in the second step, the mediator had a significant beta and

the regression equation was statistically significant (b=.21 p<.01, R^2=.13, adj. R^2=.12 and F=13.61 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.27 p<.001, R^2=.34, adj. R^2=.33 and F=45.89 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more leader is perceived as more charismatic leading to an increase in follower distributional justice-work fairness. That may be interpreted as when leaders use face-to-face communication more; followers perceive them as more charismatic transmitting senses of mission and providing shared visions. Since charismatic leaders make people feel good to be around them and make followers have complete confidence in them; followers' distributional justice perceptions may become more in terms of work fairness (work schedule, load and job responsibilities).

As seen in Table 3.4.4.8, *leader transformation* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower distributional justice-reward fairness* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.34 p<.001, R^2=.38, adj. R^2=.37 and F=35.20 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.14, adj. R^2=.13 and F=14.62 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the

mediator was still significant resulting in a significant regression equation (b=.49 p<.001, R^2=.35, adj. R^2=.34 and F=31.73 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more leader is perceived as more transformational leading to an increase in follower distributional justice-reward fairness. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more transformational since they think that leaders deal with followers as individuals, consider their needs, abilities and aspirations. Thus followers' distributional justice perceptions may become more in terms of reward fairness (rewards and level of pay).

As seen in Table 3.4.4.9, *leader transformation* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower interactional justice* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.34 p<.001, R^2=.38, adj. R^2=.37 and F=35.20 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.20 p<.01, R^2=.37, adj. R^2=.36 and F=25.81 p<.001); in the third step, the influence of predictor was eliminated (b=.02) while the influence of the mediator was still significant resulting in a significant regression equation (b=.58 p<.001, R^2=.69, adj. R^2=.68 and F=75.66 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11.

Table 3.4.4.8. Results of the Leader-Follower Relations and Leader Behavior mediated regression analysis of the influence of Leader's Traditional Communication on Follower's Positive Work Attitudes (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
manager communicates with respondent face-to-face	follower expects from leader	follower loyalty-longevity	.24***	.24	.22	18.06***	.27***	.23	.22	17.66***	.18*	.12*	.47	.45	21.67***	P
manager communicates with respondent face-to-face	leader charisma	follower loyalty-longevity	.21**	.27	.26	21.58***	.27***	.23	.22	17.66***	.28***	.12*	.47	.45	21.67***	P
manager communicates with respondent face-to-face	leader expects from follower	follower loyalty-longevity	.22***	.21	.20	15.57***	.27***	.23	.22	17.66***	.18*	.12*	.47	.45	21.67***	P
manager communicates with respondent face-to-face	leader transformation	follower trust	.34***	.38	.37	35.20***	.27***	.26	.25	20.97***	.59***	-.02	.69	.68	129.06***	F
manager communicates with respondent face-to-face	follower expects from leader	follower trust	.24***	.24	.22	18.06***	.27***	.26	.25	20.97***	.22***	-.02	.69	.68	129.06***	F
manager communicates with respondent face-to-face	leader expects from follower	follower trust	.22***	.21	.20	15.57***	.27***	.26	.25	20.97***	.13*	-.02	.69	.68	129.06***	F
manager communicates with respondent face-to-face	follower expects from leader	follower distributional justice-work fairness	.24***	.24	.22	18.06***	.21**	.13	.12	13.61***	.39***	.07	.34	.33	45.89***	F
manager communicates with respondent face-to-face	leader charisma	follower distributional justice-work fairness	.21**	.27	.26	21.58***	.21**	.13	.12	13.61***	.27***	.07	.34	.33	45.89***	F
manager communicates with respondent face-to-face	leader transformation	follower distributional justice-reward fairness	.34***	.38	.37	35.20***	.26***	.14	.13	14.62***	.49***	.08	.35	.34	31.73***	F

This finding states that as leader communicates with follower face-to-face more leader is perceived as more transformational leading to an increase in follower interactional justice. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more transformational since they think that leaders deal with followers as individuals, consider their needs, abilities and aspirations. Thus followers' interactional justice (kindness, consideration, sensitivity to needs) becomes more.

As seen in Table 3.4.4.9, *leader expects from follower* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower interactional justice* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.21, adj. R^2=.20 and F=15.57 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.20 p<.01, R^2=.37, adj. R^2=.36 and F=25.81 p<.001); in the third step, the influence of predictor was eliminated (b=.02) while the influence of the mediator was still significant resulting in a significant regression equation (b=.14 p<.01, R^2=.69, adj. R^2=.68 and F=75.66 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more leader's expectations become more leading to an increase in follower interactional justice. That may be interpreted as when leaders use face-to-face communication more; they believe that their followers can provide them with

information, loyalty and hard work more. Thus followers' interactional justice (kindness, consideration, sensitivity to needs) becomes more.

As seen in Table 3.4.4.9, *follower expects from leader* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-work conditions* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.24 p<.001, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.25 p<.001, R^2=.20, adj. R^2=.18 and F=14.17 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.41 p<.001, R^2=.41, adj. R^2=.40 and F=40.31 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more, follower's expectations become more leading to an increase in follower satisfaction-work conditions. That may be interpreted as when leaders use face-to-face communication more; followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus followers may become more satisfied in terms of their work conditions.

As seen in Table 3.4.4.9, *leader transformation* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-work conditions* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression

equation was statistically significant (b=.34 p<.001, R^2=.38, adj. R^2=.37 and F=35.20 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.25 p<.001, R^2=.20, adj. R^2=.18 and F=14.17 p<.001); in the third step, the influence of predictor was eliminated (b=.07) while the influence of the mediator was still significant resulting in a significant regression equation (b=.22 p<.001, R^2=.41, adj. R^2=.40 and F=40.31 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more, leader is perceived as more transformational leading to an increase in follower satisfaction-work conditions. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more transformational since they think that leaders deal with followers as individuals, consider their needs, abilities and aspirations. Thus followers may become more satisfied in terms of their work conditions.

As seen in Table 3.4.4.9, *follower expects from leader* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.24 p<.001, R^2=.24, adj. R^2=.22 and F=18.06 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant

resulting in a significant regression equation (b=.47 p<.001, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more, follower's expectations become more leading to an increase in follower satisfaction-personal. That may be interpreted as when leaders use face-to-face communication more; followers' beliefs that their leaders can provide them with information, career opportunities, support become more. Thus followers may become more satisfied (personal) especially with the communication with their leaders.

As seen in Table 3.4.4.9, *leader transformation* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.34 p<.001, R^2=.38, adj. R^2=.37 and F=35.20 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=.40 p<.001, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more,

leader is perceived as more transformational leading to an increase in follower satisfaction-personal. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more transformational since they think that leaders deal with followers as individuals, consider their needs, abilities and aspirations. Thus followers may become more satisfied (personal) especially with the communication with their leaders.

As seen in Table 3.4.4.10, *leader behaves like a father* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.38 p<.001, R^2=.38, adj. R^2=.36 and F=26.50 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=-.24 p<.05, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader behavior partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more, leader is perceived as more behaving like a father leading to a decrease in follower satisfaction-personal. That may be interpreted as when leaders use face-to-face communication more; followers may perceive them as more paternalist since they think that their leaders try to take care of many aspects of their lives and behave like fathers. Thus followers may become less

Table 3.4.4.9. Results of the Leader Behavior mediated regression analysis of the influence of Leader's Traditional Communication on Follower's Positive Work Attitudes

(* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
manager communicates with respondent face-to-face	leader transformation	follower procedural justice	.34***	.38	.37	35.20***	.36***	.39	.38	55.56***	.37***	0.10*	.77	.76	94.78***	P
manager communicates with respondent face-to-face	leader behaves like a father	follower procedural justice	.38***	.38	.36	26.50***	.36***	.39	.38	55.56***	.18**	0.10*	.77	.76	94.78***	P
manager communicates with respondent face-to-face	leader charisma	follower procedural justice	.21**	.27	.26	21.58***	.36***	.39	.38	55.56***	0.219	0.10*	.77	.76	94.78***	P
manager communicates with respondent face-to-face	leader transformation	follower interactional justice	.34***	.38	.37	35.20***	.20**	.37	.36	25.81***	.58***	.02	.69	.68	75.66***	F
manager communicates with respondent face-to-face	leader expects from follower	follower interactional justice	.22***	.21	.20	15.57***	.20**	.37	.36	25.81***	.14**	.02	.69	.68	75.66***	F
manager communicates with respondent face-to-face	follower expects from leader	follower satisfaction-work conditions	.24***	.24	.22	18.06***	.25***	.20	.18	14.17***	.41***	.07	.41	.40	40.31***	F
manager communicates with respondent face-to-face	leader transformation	follower satisfaction-work conditions	.34***	.38	.37	35.20***	.25***	.20	.18	14.17***	.22**	.07	.41	.40	40.31***	F
manager communicates with respondent face-to-face	follower expects from leader	follower satisfaction-personal	.24***	.24	.22	18.06***	.26***	.19	.18	20.36***	.47***	.08	.48	.47	40.76***	F
manager communicates with respondent face-to-face	leader transformation	follower satisfaction-personal	.34***	.38	.37	35.20***	.26***	.19	.18	20.36***	.40***	.08	.48	.47	40.76***	F

satisfied (personal) since they may think that they are not free to use their own judgments and own methods.

As seen in Table 3.4.4.10, *leader expects from follower* fully mediated the influence of *manager communicates with respondent face-to-face* on *follower satisfaction-personal* given that: in the first step of mediated regression analysis, the predictor variable had a significant beta and the regression equation was statistically significant (b=.22 p<.001, R^2=.21, adj. R^2=.20 and F=15.57 p<.001); in the second step, the mediator had a significant beta and the regression equation was statistically significant (b=.26 p<.001, R^2=.19, adj. R^2=.18 and F=20.36 p<.001); in the third step, the influence of predictor was eliminated (b=.08) while the influence of the mediator was still significant resulting in a significant regression equation (b=.14 p<.05, R^2=.48, adj. R^2=.47 and F=40.76 p<.001). We can conclude that traditional communication of leader and follower influences follower's positive work attitudes through the mediation of leader-follower relations partially confirming the Hypothesis 11. This finding states that as leader communicates with follower face-to-face more, leader's expectations become more leading to an increase in follower satisfaction-personal. That may be interpreted as when leaders use face-to-face communication more; they believe that their followers can provide them with information, loyalty and hard work more. Thus followers may become more satisfied (personal) especially with the communication with their leaders.

When the results of the partial mediation analyses are evaluated with the full mediation analyses result mentioned above, we can state the following conclusions:

We can conclude that technological communication of leader and follower influences follower's positive work attitude through the mediation of leader-follower relations and leader behavior confirming the Hypothesis 10. It can be summarized that usage of ICT in conducting business by leader influences follower's positive work attitude through the meditation of leader-follower relations and leader behavior by confirming Hypothesis 9 partially. In addition, it can be concluded that traditional communication of leader and follower influence follower's positive work attitude through the mediation of leader-follower relation and leader behavior by confirming the Hypothesis 11.

Table 3.4.4.10. Results of the Leader-Follower Relations and Leader Behavior mediated regression analysis of the influence of Leader's Traditional Communication on Follower's Positive Work Attitudes (follower satisfaction) (* p<.05, ** p<.01, *** p<.001)

			Step 1 *Predictor →Mediator*				*Step 2* *Predictor →Criterion*				*Step 3* *Predictor+Mediator →Criterion*					
Predictor	*Mediator*	*Criterion*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Weight*	*R²*	*adj. R²*	*F*	*Std. Beta Mediator*	*Std. Beta Predictor*	*R²*	*adj. R²*	*F*	*Full/ Partial*
manager communicates with respondent face-to-face	leader behaves like a father	follower satisfaction-personal	.38***	.38	.36	26.50***	.26***	.19	.18	20.36***	-.24*	.08	.48	.47	40.76***	F
manager communicates with respondent face-to-face	leader expects from follower	follower satisfaction-personal	.22***	.21	.20	15.57***	.26***	.19	.18	20.36***	.14*	.08	.48	.47	40.76***	F

3. 4. 5. One-Way Analysis of Variance

To test whether meaningful differences exist between the groups created by the categorical variables one-way analysis of variance analysis was conducted. The categorical variables were leader's sex, follower's sex, leader's education level, follower's education level, freelance and part-time employment arrangements of follower. In the first group of analysis, dependent variables were ICT usage variables. In the second group of analysis, dependent variables were leader-follower relations variables. In the third group of analysis, dependent variables were leader behavior variables. Results of the analysis were presented in the Tables 3.4.5.1, 3.4.5.2, 3.4.5.3, 3.4.5.4, 3.4.5.5, 3.4.5.6, 3.4.5.7 and 3.4.5.8.

It was observed that categorical variables other than freelance and part-time working didn't create groups with meaningful differences in terms of ICT usage. According to the results in Table 3.4.5.1 and 3.4.5.2, freelance followers and their leaders were using more traditional communication-not face-to-face then non-freelancers. As shown in Tables 3.4.5.3 and 3.4.5.4 part-time followers and their leaders were using more traditional communication –not face-to-face then full-time followers.

Table 3.4.5.1. ICT Usage Descriptive Results According to the Freelance Category

						95% Confidence Interval for Mean			
FREELANCE		*N*	*Mean*	*Std. Dev.*	*Std. Error*	*Lower Bound*	*Upper Bound*	*Min*	*Max*
leader traditional communication-nftf	no	121	1.58	.84	.08	1.43	1.73	1	5
	yes	58	2.16	1.22	.16	1.83	2.48	1	5
	Total	179	1.77	1.01	.08	1.62	1.92	1	5
follower traditional communication-nftf	no	121	1.74	.97	.09	1.56	1.91	1	5
	yes	58	2.36	1.22	.16	2.04	2.68	1	5
	Total	179	1.94	1.09	.08	1.78	2.10	1	5

Table3.4.5.2. ICT Usage ANOVA Results According to the Freelance Category

FREELANCE		Sum of Squares	df	Mean Square	F	Sig.
leader traditional communication-nftf	Between Groups	12.85	1	12.85	13.40	.000
	Within Groups	169.78	177	.96		
	Total	182.63	178			
follower traditional communication-nftf	Between Groups	15.39	1	15.39	13.83	.000
	Within Groups	196.93	177	1.11		
	Total	212.32	178			

Table 3.4.5.3. ICT Usage Descriptive Results According to the Part-time Category

PARTTIME			N	Mean	Std. Dev.	Std. Error	95% Confidence Interval for Mean		Min	Max
							Lower Bound	Upper Bound		
leader communication-nftf	traditional	no	168	1.63	.85	.06	1.50	1.76	1	5
		yes	11	3.82	1.15	.35	3.05	4.59	2	5
		Total	179	1.77	1.01	.08	1.62	1.92	1	5
follower communication-nftf	traditional	no	168	1.83	1.03	.08	1.68	1.99	1	5
		yes	11	3.55	.65	.20	3.11	3.98	2	4
		Total	179	1.94	1.09	.08	1.78	2.10	1	5

Table 3.4.5.4. ICT Usage ANOVA Results According to the Part-time Category

PARTTIME			Sum of Squares	df	Mean Square	F	Sig.
leader communication-nftf	traditional	Between Groups	49.26	1	49.26	65.37	.000
		Within Groups	133.37	177	.75		
		Total	182.63	178			
follower communication-nftf	traditional	Between Groups	30.26	1	30.26	29.42	.000
		Within Groups	182.06	177	1.03		
		Total	212.32	178			

It was observed that categorical variables other than freelance and part-time working didn't create groups with meaningful differences in terms of leader-follower relations. According to the results in Table 3.4.5.5 and 3.4.5.6, freelance followers and their leaders were interacting more frequently then non-freelancers. In addition, freelance followers reached more confidential information then non-freelancers. As shown in Tables 3.4.5.7 and 3.4.5.8, part-time followers and their leaders were interacting more frequently then full-time followers. Moreover, part-time followers reached more confidential information then full-time followers.

Table 3.4.5.5. Leader-Follower Relations Descriptive Results According to the Freelance Category

FREELANCE		N	Mean	Std. Dev.	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
frequency that respondent interacts with his/ her manager	no	121	1.62	.92	.08	1.45	1.79	1	6
	yes	58	2.28	1.24	.16	1.95	2.60	1	6
	Total	179	1.83	1.08	.08	1.67	1.99	1	6
follower reaches confidential info	no	121	1.89	.90	.08	1.73	2.05	1	5
	yes	58	2.44	1.07	.14	2.15	2.72	1	5
	Total	179	2.07	.99	.07	1.92	2.22	1	5

Table 3.4.5.6. Leader-Follower Relations ANOVA Results According to the Freelance Category

FREELANCE		Sum of Squares	df	Mean Square	F	Sig.
frequency that respondent interacts with his/ her manager	Between Groups	16.87	1	16.87	15.71	.000
	Within Groups	190.10	177	1.07		
	Total	206.97	178			
follower reaches confidential info	Between Groups	11.61	1	11.61	12.59	.000
	Within Groups	163.20	177	.92		
	Total	174.82	178			

Table 3.4.5.7. Leader-Follower Relations Descriptive Results According to the Part-time Category

PARTTIME		N	Mean	Std. Dev.	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
frequency that respondent interacts with his/ her manager	no	168	1.76	.97	.07	1.61	1.90	1	6
	yes	11	3.00	1.84	.56	1.76	4.24	1	6
	Total	179	1.83	1.08	.08	1.67	1.99	1	6
follower reaches confidential info	no	168	1.96	.91	.07	1.83	2.10	1	5
	yes	11	3.67	.73	.22	3.18	4.16	2	5
	Total	179	2.07	.99	.07	1.92	2.22	1	5

Table 3.4.5.8. Leader-Follower Relations ANOVA Results According to the Part-time Category

		Sum of Squares	df	Mean Square	F	Sig.
frequency that respondent interacts with his/ her manager	Between Groups	15.98	1	15.98	14.81	.000
	Within Groups	190.99	177	1.08		
	Total	206.97	178			
follower reaches confidential info	Between Groups	29.92	1	29.92	36.55	.000
	Within Groups	144.90	177	.82		
	Total	174.82	178			

According to the results, none of the categorical variables created groups with meaningful differences in terms of leader behavior.

4. CONCLUSION

This study aimed to demonstrate the influence of situational and orientational factors on leader-follower relations and leader behavior through the mediation of ICT usage by leader and follower, and also the influence of ICT usage by leader and follower on follower's positive work attitudes through the mediation of leader-follower relations and leader behavior.

When followers' and leaders' cultural and technological orientations were focused on, it can be concluded that followers' cultural orientations and leaders' both cultural and technological orientations influence followers' and especially leaders' usage of multiple channels (both ICT and traditional). High power distance followers hesitate towards status and power thus prefer using traditional –not face-to-face communication to avoid high power distances. On the other hand, high power distance followers' leaders prefer using ICT in conducting business with interaction (making performance appraisals, conducting meetings, getting follower reactions/ feedbacks). High uncertainty avoidance followers' leaders prefer using mobile in conducting business with interaction (with customers and suppliers about deliveries, dates, amounts or qualities). High-context leaders prefer using more rich media and less Internet in conducting business (checking reports, sharing knowledge, coordinating tasks, deploying strategies) and less mobile (ICT) communication. High uncertainty avoidance leaders prefer using more Internet in conducting business to avoid uncertainties and ambiguities. High uncertainty avoidance leaders prefer using more mobile phone in communication to avoid

uncertainties and ambiguities. High technologically oriented leaders use more Internet in conducting business and in conducting business with Interaction.

This study's results showed that situational factors also influence leader's usage of alternative channels (both ICT and traditional). Supporting the LMX theory (Graen and Scandura, 1987; Graen and Uhl-Bien, 1995), the results of this research demonstrated that special attention should be given to differing needs of different parties in an organization. The mobile working ones and their leaders were observed to utilize traditional communication –not face-to-face beside their utilization of mobile communication. Highly mobile working followers' leaders need to use mobile channels in conducting business with interaction (communicating with suppliers and customers). On the other hand, the telecommuting ones and their leaders utilize both traditional and technological communication. Highly telecommuting followers need to exchange documents/ data and understand this as a way of compensating their not being in the office and show that they are working to their leaders utilize both traditional –not face-to-face communication and the Internet in conducting business with interaction. Thus; it can be concluded that although the telecommuting, mobile, freelance and part-time working followers utilize ICT in both conducting business and communication, they do want to be in touch with their leaders via traditional communication to compensate for their spatial distance and to have a feeling of materialized relation. The results of this research showed that more technological support to leaders increases leaders' both usage of traditional face-to-face communication and usage of the Internet in conducting business. More technological support to leaders means more facilitation for the usage of the Internet by leaders. This increases usage

of the Internet. On the other hand, surrounded with all the technological apparatus, leaders may feel more technical and not personal. Thus they may start increasing their usage of face-to-face communication with their followers.

Using alternative channels cause increase in communication frequencies. Moreover, followers can reach to confidential information more by using multiple channels. When leaders use multiple channels in communication with their followers, both followers' beliefs that their leaders can provide them with information, career opportunities, support and leaders' beliefs that their followers can provide them with information, loyalty and hard work become more. As a result, leader-follower relations are perceived by followers as improved.

Another contribution of using multiple channels is balancing the negative and positive influences of each channel on the perceived leader behaviors. When a leader uses traditional –not face-to-face communication (faxes or assistant intervention), this may be perceived by follower as less charismatic. On the other hand, those faxes and assistant interventions may make follower feel as if his/ her leader is setting some hierarchies and rules, and thus may start perceiving his/ her leader as more bureaucratic. When a leader uses the Internet in conducting business with interaction (making performance appraisals, conducting meetings, getting follower reactions/ feedbacks), this may be perceived by follower as if his/ her leader is trying to control him/ her as bureaucratic leader behavior. On the contrary, high usage of the Internet in conducting business (checking reports, sharing knowledge, coordinating tasks, deploying strategies) may make followers perceive their leaders as transformational using new technology, new ways of doing things and

questioning old assumptions/ traditions. In addition, high usage of the Internet in business transactions (making corrections, exchange data, track deliveries) may make followers perceive their leaders as transactional. Less usage of an alternative channel such as the Internet in conducting business by leaders makes followers think that their leaders are less helping them and thus start perceiving their leaders as less paternalist. In addition, due to less Internet usage in conducting business, leaders may transmit a sense of mission and provide a shared vision less and that may make followers perceive their leaders as less charismatic. When a leader uses mobile phone in conducting business with interaction (with customers and suppliers about deliveries, dates, amounts or qualities), follower may perceive his/ her leader as more bureaucratic, enforcing the rules related to purchasing and selling procedures. Similarly, usage of mobile communication may make followers feel as if more controlled and perceive their leaders as more bureaucratic. On the other hand, less usage of mobile phone by leaders as an alternative channel makes followers think that their leaders are less helping them and thus start perceiving their leaders as less paternalist. When leaders use more mobile channels in conducting business with interaction (communicating with suppliers and customers), followers may understand this as if their leaders check whether they visit the customers and whether they interact with the suppliers of their company leading to an increase in their perceptions of leaders as paternalist, wanting commitment to company.

According to Media Richness Theory (Daft and Lengel, 1986), leaders sensitive to different media choices and capacities could develop their relational communications. This study's results make a contribution to the

theory by demonstrating that different media choices and capacities could be used together by compensating each others weaknesses and building upon each others benefits to develop better leader-follower relations and better perceived leader behaviors.

In the past, when ICTs were not widespreadly used, it was believed that technology related things were technical experts' business not leaders'. Since today ICTs play a very critical role in a company's survival in the global arena, a leader's role in such an environment should be to use ICT available to help their followers better understand and communicate. This study's results showed that technological orientation of leader and organization's technical support to him/ her were determining factors for ICT usage, leader-follower relations and leader behavior. Adaptation to ICT such as e-mail, video-conferencing, company databases and networks in addition to using traditional communication modes could enable leaders communicate with followers more effectively and lead more smoothly. Thus companies should give special importance to determining their leaders with technological orientations and then supporting them technically to be able to experience ICT benefits.

It can be concluded that ICT usage in conducting business and communication influences follower's positive work attitudes through the mediations of leader-follower relations and leader behavior. When leaders use ICT in communication more, leaders' expectations (information, loyalty, and hard work), followers' expectations (information, career opportunities and support) and followers' reach to confidential information increase. As a result, followers become more loyal (longevity) wanting to remain working under their leaders, more satisfied in terms of their work conditions and more satisfied

(personal) especially with the communication with their leaders. Whereas, when leaders use ICT in conducting business more, leaders' expectations (information, loyalty and hard work), followers' expectations (information, career opportunities and support) and perceived transformational, charismatic leader behaviors increase. As a result, followers become more loyal wanting their leaders' best interests, more trustful relying on leaders' support and may perceive distributional justice more in terms of work fairness (work schedule, load and job responsibilities).

As such, usage of traditional communication influences follower's positive work attitudes through the mediations of leader-follower relations and leader behavior. When leaders use traditional –face-to-face communication, leaders' expectations (information, loyalty and hard work), followers' expectations (information, career opportunities and support) and perceived transformational, charismatic leader behaviors increase. As a result, followers may become more loyal (longevity) wanting to remain working under their leaders, more trustful relying on their leaders' support and may perceive more distributional justice in terms of reward fairness (level of pay, rewards) and work fairness (work schedule, load and job responsibilities), more interactional justice (kindness, consideration, sensitivity to needs).

It is known that at the turn of the century the pure Internet companies experienced drastic failures and a combination of the Internet utilization with traditional methods in organizations' processes were proposed to obtain better results. Drawing from that experience and the results of this study, it may be concluded that a mix of ICT usage with traditional methods in their processes can be advised to the organizations.

5. LIMITATIONS AND FURTHER RESEARCH DIRECTIONS

Since the survey was a long one, the sales representatives had limited time and the period in which the survey was conducted coincided with the pharmaceutical companies' recruitment period, the response rate was low. In addition, in the study the sector was taken as only pharmaceutical sector. That can be varied in further studies. Moreover, all the analyses were based on the followers' perceptions since the survey was constructed that way. This brings some bias to the study. That can be better handled by taking also perceptions of leaders. Case studies and experimental designs could also be applied. As the number of constructs were more than 20, it was not possible to implement structural equation modeling (SEM).

In this research, the analysis level was the individual level. In further studies, the model could be revisited in organizational culture level. In an other study, a new similar model could be generated for investigating the interorganizational relations of a partner company (leader) and its networking companies (followers) in ICT dominated environments. Special attention can be given to organizational structures that promise to survive in ICT dominated environments. Drawing from the conclusion of this study, it could be hypothesized that sole ICT usage in network organizations could result in bureaucratic organizations.

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APPENDICES

Appendix A: English Survey Items

Technological Orientation of Leader.

Please indicate how much the following applies to your immediate manager:
- He/ she likes learning new technology (computer, Internet, video/teleconference)
- He/ she likes using new technology
- He/ she likes adapting new technology to business

Power Distance of Leader.

Please indicate how much the following applies to your immediate manager:
- He/ she believes that managers should make most decisions without consulting subordinates
- He/ she believes that it is frequently necessary for a manager to use authority and power when dealing with subordinates
- He/ she believes that managers should seldom ask for the opinions of employees
- He/ she believes that managers should avoid off-the-job social contacts with employees
- He/ she believes that employees should not disagree with management decisions
- He/ she believes that managers should not delegate important tasks to employees

Uncertainty Avoidance of Leader.

Please indicate how much the following applies to your immediate manager:
- He/ she believes that it is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do
- He/ she expects employees to closely follow instructions
- He/ she believes that rules and regulations are important because they inform employees what the organization expects of them
- He/ she believes that standard operating procedures and instructions for operations are helpful to employees on the job

High Context/ Low Context of Leader.

Please indicate how much the following applies to your immediate manager:
- He/ she uses less verbally explicit communication
- He/ she uses less written/ formal information

Technological Orientation of Follower.

Please indicate how much the following applies to you:
- I like learning new technology (computer, Internet, video/teleconference)
- I like using new technology
- I like adapting new technology to business

Power Distance of Follower.

Please indicate how much the following applies to you:
- Managers should make most decisions without consulting subordinates
- It is frequently necessary for a manager to use authority and power when dealing with subordinates
- Managers should seldom ask for the opinions of employees
- Managers should avoid off-the-job social contacts with employees
- Employees should not disagree with management decisions
- Managers should not delegate important tasks to employees

Uncertainty Avoidance of Follower.

Please indicate how much the following applies to you:
•It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do
•Employees should closely follow instructions
•Rules and regulations are important because they inform employees what the organization expects of them
•Standard operating procedures and instructions for operations are helpful to employees on the job

High Context/ Low Context of Follower.

Please indicate how much the following applies to you:
•I use less verbally explicit communication
•I use less written/formal information

Free-lancing.

Please indicate whether the following applies to you and to your immediate manager:
•I work here as a free-lancer

Part-time Working.

Please indicate whether the following applies to you and to your immediate manager:
•I work here as a part-time employee

Telecommuting.

Please indicate how much the following applies to you and to your immediate manager:
•I telecommute (work at home)
•My manager telecommutes (works at home)

Mobile working.

Please indicate how much the following applies to you and to your immediate manager:
•I work as mobile
•My immediate manager works as mobile

Provision of Technology Platforms.

Please indicate whether the following applies to your organization:
•Access to the Internet is provided to me
•Access to the Intranet is provided to me
•Access to the teleconferencing/ videoconferencing is provided to me
•Access to the WAP technologies is provided to me
•Access to the Internet is provided to my manager
•Access to the Intranet is provided to my manager
•Access to the teleconferencing/ videoconferencing is provided to my manager
•Access to the WAP technologies is provided to my manager

Provision of Technology Tools.

Please indicate whether the following applies to your organization:
•Provision of notebook to me
•Provision of notebook to my manager
•Provision of PC to me
•Provision of PC to my manager
•Provision of handset to me
•Provision of handset to my manager
•Provision of mobile phone to me
•Provision of mobile phone to my manager

Provision of Technology Staff.

Please indicate how much the following applies to your organization:
•We have staff for helping the personnel solve software problems
•We have staff for helping the personnel solve hardware problems

Provision of Technology Training.

Please indicate how much the following applies to your organization:
•I am provided with training on Internet usage
•My manager is provided with training on Internet usage
• I am provided with training on Intranet usage
• My manager is provided with training on Intranet usage
• I am provided with training on teleconferencing/ videoconferencing usage
• My manager is provided with training on teleconferencing/ videoconferencing usage
• I am provided with training on WAP Technologies usage
• My manager is provided with training on WAP Technologies usage
• I am provided with training on PC usage
• My manager is provided with training on PC usage
• I am provided with training on notebook usage
• My manager is provided with training on notebook usage
• I am provided with training on handset usage
• My manager is provided with training on handset usage

Leader-Follower Demographics

Please indicate which of the following applies to you and to your manager:
•You are with the organization for
1.Less than 1 year
2.1 year-2 years
3.2 years-5 years
4.5-10
5.More than 10
•Your immediate manager is with the organization for
1.Less than 1 year
2.1 year-2 years
3.2 years-5 years
4.5-10
5.More than 10
•Your tenure in this area is
1.Less than 1 year
2.1 year-2 years
3.2 years-5 years

4.5-10
5.More than 10
•Your immediate manager's tenure in this area is
1.Less than 1 year
2.1 year-2 years
3.2 years-5 years
4.5-10
5.More than 10
•Your sex is
1.Female
2.Male
•Your immediate manager's sex is
1.Female
2.Male
•Your education level is
1.High school
2.University
3.Master
4.Doctorate
•Your immediate manager's education level is
1.High school
2.University
3.Master
4.Doctorate

Utilization of the Internet in Conducting Business by Leader.

Please assess utilization of the Internet and its associated networking technologies *(Intranet, Extranet, WAP, IPTelephony)* in the following uses by your immediate manager:
•communicating with suppliers
•communicating with customers
•making performance appraisals
•online access to company databases
•conducting meetings or getting work done, for people from different locations
•getting employee reactions and feedbacks online
•working with customers online (e.g. exchange data, track deliveries, modify designs, solve problems)
•working with suppliers online (e.g. exchange data, track orders, modify designs, solve problems)
•deploying and sharing strategies
•coordinating tasks
•checking reports
•sharing knowledge

Utilization of the Internet in Conducting Business by Follower.

Please assess utilization of the Internet and its associated networking technologies *(Intranet, Extranet, WAP, IPTelephony)* in the following uses by you:
•communicating with suppliers
•communicating with customers
•online access to company databases
•conducting meetings or getting work done, for people from different locations
•working with customers online (e.g. exchange data, track deliveries, modify designs, solve problems)
•working with suppliers online (e.g. exchange data, track orders, modify designs, solve problems)
•reporting
•sharing knowledge

Utilization of Mobile Phone in Conducting Business by Leader.

Please assess utilization of mobile phone in the following uses by your immediate manager:
- communicating with suppliers
- communicating with customers

Utilization of Mobile Phone in Conducting Business by Follower.

Please assess utilization of the mobile phone in the following uses by you:
- communicating with suppliers
- communicating with customers

Technological communication of Leader.

Please assess utilization of the Internet and its associated networking technologies *(Intranet, Extranet, WAP, IPTelephony)* in the following uses by your immediate manager:
- communicating with his/her subordinates
- communicating with his/her managers
- communicating with his/her colleagues
- communicating with me

Please assess utilization of mobile phone in the following uses by your immediate manager:
- communicating with his/her subordinates
- communicating with his/her managers
- communicating with his/her colleagues
- communicating with me

Traditional communication of Leader.

- My immediate manager communicates with me face-to-face

- My immediate manager communicates with me by fax
- My immediate manager communicates with me by contacting his/her assistant

Technological communication of Follower.

Please assess utilization of the Internet and its associated networking technologies *(Intranet, Extranet, WAP, IPTelephony)* in the following uses by you:

- communicating with my manager
- communicating with my colleagues

Please assess utilization of the mobile phone in the following uses by you:

- communicating with my manager
- communicating with my colleagues

Traditional communication of Follower.

•I communicate with my immediate manager face-to-face

•I communicate with my immediate manager by fax
•I communicate with my immediate manager by contacting his/her assistant

Frequency of leader-follower interaction.

•Choose one of the following as representing the frequency of your interaction and communication with your immediate manager:
-several times in a day
-daily
-weekly
-biweekly
-monthly
-more than a monthly interval

Reciprocal expectations.

Please indicate how much the following applies to you and to your immediate manager:
•I believe that my immediate manager can provide me with career opportunities
•I believe that my immediate manager can provide me with contract opportunities
•I believe that my immediate manager can provide me with long-term job security
•I believe that my immediate manager can provide support to me
•I believe that my immediate manager can provide protection to me
•I believe that my immediate manager can provide information to me
•I believe that my immediate manager can provide vote to me
•I imagine a shared destiny with my immediate manager
•My immediate manager believes that I can provide him/her with loyalty
•My immediate manager believes that I can provide him/her with hard work
•My immediate manager believes that I can provide him/her with information
•My immediate manager believes that I can provide him/her with protection of his / her interests

•My immediate manager imagines a shared destiny with me

Paternalist.

Please indicate how much the following applies to your immediate manager:
•He/ she wants us to always think about our company's future and benefit
•He/ she wants us to treat our company as our own family
•He/ she wants us to be committed to our company and him/ her
•He/ she wants us to sacrifice our private life for the sake of our company in case of need
•He/ she tries to take care of many aspects of his/ her follower's lives
•He/ she advises and directs his/ her followers like a father does
•He/ she tries to contribute to his/ her follower's personal and occupational growth
•He/ she tries to behave like a father.

Bureaucratic.

Please indicate how much the following applies to your immediate manager:
•He/ she makes us do routine tasks over and over

•To work with him/ her we should understand certain standards, procedures and methods even they are no longer working
•He/ she has a tendency to solve current problems by adding layers of control, forms, or time-consuming procedures
•He/ she enforces the rules

Charismatic.

Please indicate how much the following applies to your immediate manager:
•He/ she shows determination when accomplishing goals
•I have complete confidence in him/ her
•He/ she makes people feel good to be around him/her
•He/ she communicates high performance expectations
•He/ she generates respect
•He/ she transmits a sense of mission
•He/ she provides a vision of what lies ahead

Transformational.

Please indicate how much the following applies to your immediate manager:
•I admire him/ her as my role model
•He/ she aligns us around shared purposes
•He/ she articulates an appealing vision of the future
•He/ she provides encouragement and meaning for what needs to be done
•He/ she questions old assumptions, traditions and beliefs
•He/ she stimulates in others new perspectives and new ways of doing things
•He/ she encourages expression of ideas and reasons
•He/ she deals with us as individuals; considers our indiviual needs, abilities and aspirations
•He/ she advises and coach us

Transactional.

Please indicate how much the following applies to your immediate manager:
•He/ she takes actions if mistakes are made
•He/ she points out what people will receive if they do what needs to be done
•He/ she reinforces the link between achieving goals and obtaining rewards
•He/ she focuses attention on irregularities, exceptions, or deviations from what is expected
•He/ she talks about special commendations and/or promotions for good work

Loyalty.

Please indicate how much the following applies to you:
•When my supervisor is treated unfairly, I will defend him/her
•I will try my best to accomplish the job assigned by my supervisor
•No matter whether it will benefit me or not, I will be willing to continue working under my supervisor
•Even if there may be better alternatives, I will still remain to work under my supervisor
•My supervisor's successes are my successes
•Since starting this job, my personal values and those of my supervisor have become more similar

Trust.

Please indicate how much the following applies to you and your immediate manager:

•I can rely on my immediate manager's support regarding an important issue
•I believe my immediate manager will make decisions that are the best for me
•When an issue that is critical for me arises, I feel I can depend on my immediate manager
•Overall, I trust my immediate manager

Distributional justice.

Please indicate how much the following applies to you and your immediate manager:
•My work schedule is quite fair
•The rewards I receive here are quite fair
•My work load is quite fair
•My job responsibilities are quite fair
•My level of pay is quite fair

Procedural justice.

Please indicate how much the following applies to you and your immediate manager:
•Job decisions are made by my manager in an unbiased manner
•All job decisions are applied consistently across all affected employees
•My manager clarifies decisions and provides additional information when requested by employees
•My manager makes sure that all employee concerns are heard before job decisions are made
•To make job decisions my manager collects accurate and complete information
•My manager allows us to challenge or appeal his/ her job decisions

Interactional justice.

Please indicate how much the following applies to you and your immediate manager:
•When decisions are made about my job, my manager treats me with kindness and consideration
•When decisions are made about my job, my manager treats me with respect and dignity
•When decisions are made about my job, my manager is sensitive to my personal needs
•When decisions are made about my job, my manager deals with me in a truthful manner
•When decisions are made about my job, my manager shows concern for my rights as an employee
•My manager explains very clearly any decision made about my job.

Follower satisfaction.

Please indicate how much the following applies to you:
•I am satisfied with my working conditions
•I am satisfied with the way my job provides for steady employment
•I am satisfied with the chance to do something that makes use of my abilities
•I am satisfied with the way company policies are put into practice
•I am satisfied with the chances for advancement on this job
•I am satisfied with the freedom to use my own judgment
•I am satisfied with the chance to try my own methods of doing the job
•I am satisfied with the communication with my manager

Organizational commitment.

Please indicate how much the following applies to you:
•I do not feel like 'part of the family' at my organization
•I do not believe that a person must always be loyal to his or her organization
•Jumping from organization to organization does not seem at all unethical to me

Appendix B: Turkish Survey Items

Lütfen aşağıdakilerden herbiri için doğru olan seçeneği belirtiniz:

	18-24	25-34	35-45	45'den fazladır
1. Yaşınız	☐	☐	☐	☐
2. Yöneticinizin yaşı	☐	☐	☐	☐

Lütfen aşağıdakilerden herbiri için doğru olan seçeneği belirtiniz:

	1 seneden azdır	1-2 senedir	3-5 senedir	6-10 senedir	10 seneden fazladır
3. Bu organizasyonda çalışma süreniz	☐	☐	☐	☐	☐
4. Yöneticinizin bu organizasyonda çalışma süresi	☐	☐	☐	☐	☐
5. Bu alandaki iş deneyiminiz	☐	☐	☐	☐	☐
6. Yöneticinizin bu alandaki iş deneyimi	☐	☐	☐	☐	☐

Lütfen aşağıdakilerden herbiri için doğru olan seçeneği belirtiniz:

	Kadın	Erkek
7. Cinsiyetiniz	☐	☐
8. Yöneticinizin cinsiyeti	☐	☐

Lütfen aşağıdakilerden herbiri için doğru olan seçeneği belirtiniz:

	Lise	Üniversite	Yüksek lisans	Doktora
9. Eğitim seviyeniz	☐	☐	☐	☐
10. Yöneticinizin eğitim seviyesi	☐	☐	☐	☐

Lütfen aşağıdakilerin yöneticinize ne derece uyduğunu belirtiniz:

	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
11. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) öğrenmekten hoşlanır	☐	☐	☐	☐	☐
12. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) kullanmaktan hoşlanır	☐	☐	☐	☐	☐
13. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) işine uygulamaktan hoşlanır	☐	☐	☐	☐	☐
14. Yöneticilerin çoğu kararı kendilerine bağlı çalışanlara danışmadan vermeleri gerektiğine inanır	☐	☐	☐	☐	☐
15. Bir yöneticinin kendine bağlı çalışanlarla çalışırken otoritesini ve gücünü sıkça kullanması gerektiğine inanır	☐	☐	☐	☐	☐
16. Yöneticilerin çalışanların fikirlerini nadiren sorması gerektiğine inanır	☐	☐	☐	☐	☐
17. Yöneticilerin çalışanlarla iş dışı sosyal ilişkilerden kaçınmaları gerektiğine inanır	☐	☐	☐	☐	☐
18. Çalışanların yöneticilerin kararlarına itiraz etmemeleri gerektiğine inanır	☐	☐	☐	☐	☐
19. Yöneticilerin önemli işleri çalışanlara delege etmemeleri gerektiğine inanır	☐	☐	☐	☐	☐
20. Detaylı bir şekilde açıklanmış iş gereksinimlerine ve talimatlarına sahip olunmasının çalışanların daima kendilerinden ne yapmalarının beklendiğini bilmeleri açısından çok önemli olduğuna inanır	☐	☐	☐	☐	☐
21. Çalışanların talimatları çok yakından izlemeleri gerektiğine inanır	☐	☐	☐	☐	☐
22. Çalışanları organizasyonun kendilerinden ne beklediği hakkında bilgilendirdiği için kurallar ve düzenlemelerin önemine inanır	☐	☐	☐	☐	☐
23. Standart operasyon prosedürlerinin ve talimatlarının çalışanlara yardımcı olduğuna inanır	☐	☐	☐	☐	☐
24. Sözel olarak açık iletişimi az kullanır	☐	☐	☐	☐	☐

25. Yazılı/ resmi bilgiyi az kullanır	☐	☐	☐	☐	☐
	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
26. Uzun vadeli ilişkileri vardır	☐	☐	☐	☐	☐
27. Güçlü sınırları vardır: kim departmandan kim dışardan ayrımı yapar	☐	☐	☐	☐	☐
28. Bilgiyi durumsal ve ilişkisel olarak değerlendirir	☐	☐	☐	☐	☐
29. Kararları ve aktiviteleri kişisel yüz yüze ilişkiler etrafında odaklanır	☐	☐	☐	☐	☐
30. Yöneticim kendisine sadık olacağıma inanır	☐	☐	☐	☐	☐
31. Yöneticim kendisine iyi iş gücü sağlayacağıma inanır	☐	☐	☐	☐	☐
32. Yöneticim kendisine bilgi sağlayacağıma inanır	☐	☐	☐	☐	☐
33. Yöneticim kendi çıkarlarını koruyacağıma inanır	☐	☐	☐	☐	☐
34. Yöneticim benimle ortak bir gelecek hayal eder	☐	☐	☐	☐	☐

Lütfen aşağıdakilerin yöneticinize ne derece uyduğunu belirtiniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
35. Yöneticim evden çalışır	☐	☐	☐	☐	☐
36. Yöneticim mobil (gezgin) olarak çalışır	☐	☐	☐	☐	☐
37. Yöneticim benimle e-mail ile iletişim kurar	☐	☐	☐	☐	☐
38. Yöneticim benimle telekonferans yaparak iletişim kurar	☐	☐	☐	☐	☐
39. Yöneticim benimle cep telefonu ile direk konuşarak iletişim kurar	☐	☐	☐	☐	☐
40. Yöneticim benimle telefon ile direk konuşarak iletişim kurar	☐	☐	☐	☐	☐

41. Yöneticim benimle yüz yüze iletişim kurar	☐	☐	☐	☐	☐
	Asla	Nadiren	Bazen	Sıklıkla	Daima
42. Yöneticim benimle faksla iletişim kurar	☐	☐	☐	☐	☐
43. Yöneticim benimle asistanı aracılığıyla iletişim kurar	☐	☐	☐	☐	☐
44. Yöneticim iş ile ilgili gizli bilgileri benimle paylaşır	☐	☐	☐	☐	☐
45. Daima şirketin geleceğini ve çıkarlarını düşünmemizi ister	☐	☐	☐	☐	☐
46. Şirketi kendi ailemiz gibi görüp benimsememizi ister	☐	☐	☐	☐	☐
47. Şirkete ve kendisine bağlılık göstermemizi ister	☐	☐	☐	☐	☐
48. Şirkette acil bir durum ortaya çıktığında, özel hayatımızdan fedakarlık ederek şirket için gerekeni yapmamızı ister	☐	☐	☐	☐	☐
49. Her bir çalışanın hayatının pek çok yönüyle derinlemesine ve uzun süreli ilgilenir	☐	☐	☐	☐	☐
50. Çalışanlara bir baba gibi öğüt verip yol gösterir	☐	☐	☐	☐	☐
51. Çalışanların kişisel ve mesleki gelişimlerine katkıda bulunmaya çalışır	☐	☐	☐	☐	☐
52. Bizlere babamız gibi davranır	☐	☐	☐	☐	☐
53. Bize rutin işleri defalarca yaptırır	☐	☐	☐	☐	☐
54. Onunla çalışmak için bizlerin belirli standartları, prosedürleri ve metotları (artık işlerlikleri kalmasa bile) anlamamız gereklidir	☐	☐	☐	☐	☐
55. Mevcut problemleri kontrol katmanları, formlar veya zaman tüketen prosedürler ekleyerek çözme eğilimindedir	☐	☐	☐	☐	☐
56. Kuralları uygulatır	☐	☐	☐	☐	☐
57. Hedeflere ulaşırken kararlılık gösterir	☐	☐	☐	☐	☐
58. Yüksek performans beklentilerini dile getirir	☐	☐	☐	☐	☐
59. Saygı uyandırır	☐	☐	☐	☐	☐

	Asla	Nadiren	Bazen	Sıklıkla	Daima
60. Misyon duygusu iletir	☐	☐	☐	☐	☐
61. İlerde olacaklarla ilgili vizyon sağlar	☐	☐	☐	☐	☐
62. Bizi ortak amaçlar etrafında birleştirir	☐	☐	☐	☐	☐
63. Gelecekle ilgili çekici bir vizyon ifade eder	☐	☐	☐	☐	☐
64. Yapılması gerekenler için teşvik ve anlam sağlar	☐	☐	☐	☐	☐
65. Eski varsayımları, gelenekleri ve inançları sorgular	☐	☐	☐	☐	☐
66. Çalışanları yeni bakış açıları ve yeni iş yapış yolları kullanmaya teşvik eder	☐	☐	☐	☐	☐
67. Fikirlerin ve nedenlerin ifade edilmesini teşvik eder	☐	☐	☐	☐	☐
68. Bizlerle bireysel olarak ilgilenir; bireysel ihtiyaçlarımızı, yeteneklerimizi ve gayelerimizi düşünür	☐	☐	☐	☐	☐
69. Bizlere öğütlerde bulunur ve koçluk yapar	☐	☐	☐	☐	☐
70. Hatalar yapıldığında aksiyon alır	☐	☐	☐	☐	☐
71. Çalışanların gerekeni yaptıklarında neleri elde edeceklerini işaret eder	☐	☐	☐	☐	☐
72. Hedefleri başarmak ve ödülleri elde etmek arasındaki bağlantıyı pekiştirir	☐	☐	☐	☐	☐
73. Dikkati düzensizlikler, istisnalar, ya da beklenenden sapmalar üzerinde odaklar	☐	☐	☐	☐	☐
74. İyi iş çıkarılması için özel övgüler ve/veya terfilerden bahseder	☐	☐	☐	☐	☐
75. Yöneticim işle ilgili kararları ön yargısız olarak verir	☐	☐	☐	☐	☐
76. İşle ilgili olarak alınan tüm kararlar etkilenen tüm çalışanlara tutarlı bir şekilde uygulanır	☐	☐	☐	☐	☐
77. Yöneticim kararları izah eder ve çalışanlar tarafından talep edildiğinde ek bilgi sağlar	☐	☐	☐	☐	☐
78. Yöneticim işle ilgili kararlar verilmeden	☐	☐	☐	☐	☐

önce tüm çalışan endişelerinin dinlenmiş olduğundan emin olur					
	Asla	Nadiren	Bazen	Sıklıkla	Daima
79. İş kararlarını vermek için yöneticim doğru ve tam bilgi toplar	☐	☐	☐	☐	☐
80. Yöneticim iş kararlarının yetersizliğini iddia etmemize ya da itiraz etmemize izin verir	☐	☐	☐	☐	☐
81. Görevim ile ilgili kararlar verilirken, yöneticim bana kibar ve düşünceli davranır	☐	☐	☐	☐	☐
82. Görevim ile ilgili kararlar verilirken, yöneticim bana saygılı ve onurlu davranır	☐	☐	☐	☐	☐
83. Görevim ile ilgili kararlar verilirken, yöneticim benim kişisel ihtiyaçlarıma duyarlıdır	☐	☐	☐	☐	☐
84. Görevim ile ilgili kararlar verilirken, yöneticim benimle doğrucu bir tavırla temas kurar	☐	☐	☐	☐	☐
85. Görevim ile ilgili kararlar verilirken, yöneticim çalışan olarak haklarıma alaka gösterir	☐	☐	☐	☐	☐
86. Yöneticim, görevim ile ilgili verilen kararları çok açık bir şekilde açıklar	☐	☐	☐	☐	☐

Lütfen Internet ve ilişkili teknolojilerin (Intranet, Extranet, WAP, Telekonferans / Videokonferans) yöneticiniz tarafından aşağıdaki kullanımlarını değerlendiriniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
87. Kendine bağlı çalışanlarla iletişim	☐	☐	☐	☐	☐
88. Yöneticileriyle iletişim	☐	☐	☐	☐	☐
90. Çalışma arkadaşlarıyla iletişim	☐	☐	☐	☐	☐
91. Benimle iletişim	☐	☐	☐	☐	☐
92. Konusu ile ilgili kişilerle iletişim	☐	☐	☐	☐	☐
93. Tedarikçilerle iletişim	☐	☐	☐	☐	☐
94. Müşterilerle iletişim	☐	☐	☐	☐	☐
95. Performans değerlendirmesi yapma	☐	☐	☐	☐	☐

96. Şirket veritabanlarına online erişim	☐	☐	☐	☐	☐
	Asla	Nadiren	Bazen	Sıklıkla	Daima
97. Değişik yerlerdeki kişiler ile toplantılar düzenleme ya da iş yaptırma	☐	☐	☐	☐	☐
98. Çalışan tepkilerini ve geribildirimini online alma	☐	☐	☐	☐	☐
99. Müşterilerle online çalışma (örneğin; veri transferi, teslimat takibi, tasarım değişikliği, problemlerin çözümü)	☐	☐	☐	☐	☐
100. Tedarikçilerle online çalışma (örneğin; veri transferi, teslimat takibi, tasarım değişikliği, problemlerin çözümü)	☐	☐	☐	☐	☐
101. Strateji yayma ve paylaşma	☐	☐	☐	☐	☐
102. İşlerin koordinasyonu	☐	☐	☐	☐	☐
103. Raporların incelenmesi	☐	☐	☐	☐	☐
104. Bilgi paylaşımı	☐	☐	☐	☐	☐

Lütfen yöneticinizin cep telefonunun aşağıdaki kullanımlarını değerlendiriniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
105. Kendine bağlı çalışanlarla iletişim	☐	☐	☐	☐	☐
106. Yöneticileriyle iletişim	☐	☐	☐	☐	☐
107. Çalışma arkadaşlarıyla iletişim	☐	☐	☐	☐	☐
108. Benimle iletişim	☐	☐	☐	☐	☐
109. Konusu ile ilgili kişilerle iletişim	☐	☐	☐	☐	☐
110. Tedarikçilerle iletişim	☐	☐	☐	☐	☐
111. Müşterilerle iletişim	☐	☐	☐	☐	☐

Lütfen aşağıdakilerin size ne derece uyduğunu belirtiniz:

	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
112. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) öğrenmekten hoşlanırım	☐	☐	☐	☐	☐
113. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) kullanmaktan hoşlanırım	☐	☐	☐	☐	☐
114. Yeni teknolojileri (bilgisayar, Internet, video/telekonferans, handset-palm, el bilgisayarı-) işime uygulamaktan hoşlanırım	☐	☐	☐	☐	☐
115. Yöneticiler çoğu kararı kendilerine bağlı çalışanlara danışmadan vermelidirler	☐	☐	☐	☐	☐
116. Bir yöneticinin kendine bağlı çalışanlarla çalışırken otoritesini ve gücünü sıkça kullanması gereklidir	☐	☐	☐	☐	☐
117. Yöneticiler nadiren çalışanların fikirlerini sormalıdırlar	☐	☐	☐	☐	☐
118. Yöneticilerle çalışanların iş dışı sosyal ilişkilerini onaylamıyorum	☐	☐	☐	☐	☐
119. Çalışanlar yöneticilerin kararlarına itiraz etmemelidirler	☐	☐	☐	☐	☐
120. Yöneticiler önemli işleri çalışanlara delege etmemelidirler	☐	☐	☐	☐	☐
121. Detaylı bir şekilde açıklanmış iş gereksinimlerine ve talimatlarına sahip olunması biz çalışanların daima kendimizden ne yapmamızın beklendiğini bilmemiz açısından çok önemlidir	☐	☐	☐	☐	☐
122. Çalışanlar talimatları çok yakından izlemelidirler	☐	☐	☐	☐	☐
123. Kurallar ve düzenlemeler önemlidir çünkü onlar biz çalışanları organizasyonun bizden ne beklediği hakkında bilgilendirirler	☐	☐	☐	☐	☐
124. Standart operasyon prosedürleri ve talimatları biz çalışanlara yardımcı olur	☐	☐	☐	☐	☐
125. Sözel olarak açık iletişimi az kullanırım	☐	☐	☐	☐	☐

126. Yazılı / resmi bilgiyi az kullanırım	☐	☐	☐	☐	☐
	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
127. Uzun vadeli ilişkilerim vardır	☐	☐	☐	☐	☐
128. Güçlü sınırlarım vardır: kim departmandan kim dışardan ayrımı yaparım	☐	☐	☐	☐	☐
129. Bilgiyi durumsal ve ilişkisel olarak değerlendiririm	☐	☐	☐	☐	☐
130. Kararlarım ve aktivitelerim kişisel yüz yüze ilişkiler etrafında odaklanır	☐	☐	☐	☐	☐
131. Yöneticim bana kariyer fırsatları sağlayabilir	☐	☐	☐	☐	☐
132. Yöneticim bana sözleşme fırsatları sağlayabilir	☐	☐	☐	☐	☐
133. Yöneticim bana uzun dönemli iş güvencesi sağlayabilir	☐	☐	☐	☐	☐
134. Yöneticim bana destek sağlayabilir	☐	☐	☐	☐	☐
135. Yöneticim bana koruma sağlayabilir	☐	☐	☐	☐	☐
136. Yöneticim bana bilgi sağlayabilir	☐	☐	☐	☐	☐
137. Yöneticim bana oy sağlayabilir	☐	☐	☐	☐	☐
138. Yöneticimle ortak bir gelecek hayal ederim	☐	☐	☐	☐	☐
139. Yöneticim haksızlığa uğradığında onu savunurum	☐	☐	☐	☐	☐
140. Yöneticim tarafından bana atanan işi başarmak için yapabileceğimin en iyisini yapmaya çalışırım	☐	☐	☐	☐	☐
141. Bana yararı olsa da olmasa da yöneticimin idaresinde çalışmaya devam etmeye gönüllü olacağım	☐	☐	☐	☐	☐
142. Daha iyi iş alternatifleri olsa da halen yöneticimin idaresinde çalışmak için kalacağım	☐	☐	☐	☐	☐
143. Yöneticimin başarısı benim başarımdır	☐	☐	☐	☐	☐
144. Bu işe başladığımdan beri, kişisel	☐	☐	☐	☐	☐

değerlerimle yöneticimin değerleri daha benzer hale geldi					
	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
145. Çalışma takvimim gayet adildir	☐	☐	☐	☐	☐
146. Burada aldığım ödüller gayet adildir	☐	☐	☐	☐	☐
147. İş yüküm gayet adildir	☐	☐	☐	☐	☐
148. İş sorumluluklarım gayet adildir	☐	☐	☐	☐	☐
149. Maaş seviyem gayet adildir	☐	☐	☐	☐	☐
150. Çalışma şartlarım beni tatmin ediyor	☐	☐	☐	☐	☐
151. İşimin bana kalıcı iş olanağı sağlamasından tatmin oluyorum	☐	☐	☐	☐	☐
152. Yeteneklerimi kullanma şansım tatmin edicidir	☐	☐	☐	☐	☐
153. Şirket politikalarının uygulamaya geçirilme şekli tatmin edicidir	☐	☐	☐	☐	☐
154. İşimde ilerleme şansları tatmin edicidir	☐	☐	☐	☐	☐
155. Kendi yargılarımı kullanma özgürlüğüm tatmin edicidir	☐	☐	☐	☐	☐
156. İşimi yaparken kendi yöntemlerimi deneme şansım tatmin edicidir	☐	☐	☐	☐	☐
157. Yöneticimle iletişimim tatmin edicidir	☐	☐	☐	☐	☐
158. Organizasyonun problemlerini kendi problemlerim gibi hissediyorum	☐	☐	☐	☐	☐
159. Kariyerimin geri kalanını bu organizasyonda geçirmek beni çok mutlu edecektir	☐	☐	☐	☐	☐
160. Bu organizasyonda kendimi 'ailenin bir parçası' gibi hissetmiyorum	☐	☐	☐	☐	☐
161. Bu organizasyondan ayrılmayı düşünmek için çok az seçeneğim olduğunu hissediyorum	☐	☐	☐	☐	☐
162. Yeni bir iş ayarlamadan bu işimi bırakırsam neler olabileceğinden korkmuyorum	☐	☐	☐	☐	☐

163. Kişinin daima organizasyonuna sadık olmak zorunda olduğuna inanmıyorum	☐	☐	☐	☐	☐
	Hiç katılmıyorum	Katılmıyorum	Tarafsızım	Katılıyorum	Tamamen katılıyorum
164. Organizasyondan organizasyona atlamanın etik olmadığına inanmıyorum	☐	☐	☐	☐	☐

Lütfen aşağıdakilerin size uyup uymadığını belirtiniz:

	EVET	HAYIR
165. Burada bağımsız (free-lance) olarak çalışmaktayım	☐	☐
166. Ek bir satışçı ihtiyacı doğduğunda işe alındım	☐	☐
167. Burada yarı zamanlı olarak çalışmaktayım	☐	☐
168. Performans değerlendirme kriterlerim açıktır ve iyi dokümante edilmiştir	☐	☐
169. Performans değerlendirme sonuçlarım Intranet üzerinde yayınlanmaktadır	☐	☐
170. Aranan uzmanlık ve deneyime sahip olduğum için işe alındım	☐	☐
171. Mevcut işimi Internet aracılığıyla buldum	☐	☐
172. İş ile ilişkili yetenekleri ve bilgiyi edinmek için on-line eğitim alırım	☐	☐
173. İş ile ilişkili yetenekleri ve bilgiyi edinmek için eğitim alırım	☐	☐
174. İşimle ilgili görevleri yerine getirmek için kendi uzmanlığımı ve deneyimimi kullanırım	☐	☐
175. Organizasyonun normlarını öğrenmek için özel olarak tasarlanmış oryantasyon programlarına katıldım	☐	☐
176. Kariyer geliştirme planım yöneticim tarafından hazırlanır ve iyi dokümante edilmiştir	☐	☐
177. Bu organizasyonda kariyerini yönetme ve geliştirme sorumluluğu kişiye aittir	☐	☐

Lütfen aşağıdakilerin size ne kadar uyduğunu değerlendiriniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
178. Oganizasyonun bağlılığı artırmak üzere tasarlanmış sosyal aktivitelerinde yer alırım	☐	☐	☐	☐	☐
179. Organizasyonumuzda çalışanların, organizasyonun çıkarları için hareket etmesini temin etmek üzere tasarlanmış geliştirme programlarına katılırım	☐	☐	☐	☐	☐
180. Evden çalışırım	☐	☐	☐	☐	☐
181. Mobil (gezgin) olarak çalışırım	☐	☐	☐	☐	☐
182. Yöneticimle e-mail ile iletişim kurarım	☐	☐	☐	☐	☐
183. Yöneticimle telekonferans yaparak iletişim kurarım	☐	☐	☐	☐	☐
184. Yöneticimle cep telefonu ile direk konuşarak iletişim kurarım	☐	☐	☐	☐	☐
185. Yöneticimle telefon ile direk konuşarak iletişim kurarım	☐	☐	☐	☐	☐
186. Yöneticimle yüz yüze iletişim kurarım	☐	☐	☐	☐	☐
187. Yöneticimle faksla iletişim kurarım	☐	☐	☐	☐	☐
188. Yöneticimle asistanı aracılığıyla iletişim kurarım	☐	☐	☐	☐	☐
189. Yöneticimle ilişkim diğerleri için şeffaftır	☐	☐	☐	☐	☐
190. Yöneticimin yöneticisiyle ilişkim diğerleri için şeffaftır	☐	☐	☐	☐	☐
191. Yöneticimin diğer çalışma arkadaşlarımla ilişkisi benim için şeffaftır	☐	☐	☐	☐	☐
192. Mevcut pozisyonumda on-line eğitim alırım	☐	☐	☐	☐	☐
193. Mevcut pozisyonumda yerel dış kaynaklardan sağlanan eğitim alırım	☐	☐	☐	☐	☐
194. Mevcut pozisyonumda global dış kaynaklardan sağlanan eğitim alırım	☐	☐	☐	☐	☐

195. Mevcut pozisyonumda iç kaynaklardan sağlanan eğitim alırım	☐	☐	☐	☐	☐
	Asla	Nadiren	Bazen	Sıklıkla	Daima
196. Gizli şirket bilgilerine erişim hakkım vardır	☐	☐	☐	☐	☐
197. Gizli departman bilgilerine erişim hakkım vardır	☐	☐	☐	☐	☐
198. Kendi işimle ilgili kaynaklara erişimim vardır	☐	☐	☐	☐	☐
199. Ona güvenim tamdır	☐	☐	☐	☐	☐
200. Ona rol modelim olarak hayranım	☐	☐	☐	☐	☐
201. Yöneticimin önemli bir konuya dair desteğine daima güvenirim	☐	☐	☐	☐	☐
202. Yöneticimin benim için en iyi olan kararları vereceğine inanırım	☐	☐	☐	☐	☐
203. Benim için kritik bir mesele gündeme geldiğinde yöneticime güvenebileceğimi hissediyorum	☐	☐	☐	☐	☐
204. Genel olarak yöneticime güveniyorum	☐	☐	☐	☐	☐

Lütfen Internet ve ilişkili teknolojilerin (Intranet, Extranet, WAP, Telekonferans / Videokonferans) tarafınızdan aşağıdaki kullanımlarını değerlendiriniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
205. Bana bağlı çalışanlarla iletişim	☐	☐	☐	☐	☐
206. Yöneticimle iletişim	☐	☐	☐	☐	☐
207. Yöneticimin yöneticisiyle iletişim	☐	☐	☐	☐	☐
208. İş arkadaşlarımla iletişim	☐	☐	☐	☐	☐
209. Konum ile ilgili kişilerle iletişim	☐	☐	☐	☐	☐
210. Online kariyer sitelerine erişim	☐	☐	☐	☐	☐
211. Tedarikçilerle iletişim	☐	☐	☐	☐	☐
212. Müşterilerle iletişim	☐	☐	☐	☐	☐
213. Şirket veritabanlarına online erişim	☐	☐	☐	☐	☐

214. Değişik yerlerdeki kişiler ile toplantılar düzenleme ya da iş yaptırma	☐	☐	☐	☐	☐
	Asla	Nadiren	Bazen	Sıklıkla	Daima
215. Müşterilerle online çalışma (örneğin; veri transferi, teslimat takibi, tasarım değişikliği, problemlerin çözümü)	☐	☐	☐	☐	☐
216. Tedarikçilerle online çalışma (örneğin; veri transferi, teslimat takibi, tasarım değişikliği, problemlerin çözümü)	☐	☐	☐	☐	☐
217. Raporlama	☐	☐	☐	☐	☐
218. Bilgi paylaşımı	☐	☐	☐	☐	☐

Lütfen cep telefonunuzun aşağıdaki kullanımlarını değerlendiriniz:

	Asla	Nadiren	Bazen	Sıklıkla	Daima
219. Bana bağlı çalışanlarla iletişim	☐	☐	☐	☐	☐
220. Yöneticimle iletişim	☐	☐	☐	☐	☐
221. Yöneticimin yöneticisiyle iletişim	☐	☐	☐	☐	☐
222. İş arkadaşlarımla iletişim	☐	☐	☐	☐	☐
223. Konum ile ilgili kişilerle iletişim	☐	☐	☐	☐	☐
224. Tedarikçilerle iletişim	☐	☐	☐	☐	☐
225. Müşterilerle iletişim	☐	☐	☐	☐	☐

Aşağıdakilerden birini yöneticiniz ile ilişkinizin ne kadar süredir devam ettiğini göstermek üzere seçiniz:

	bir yıldan az - aralıksız	1-2 yıl - aralıksız	3-5 yıl - aralıksız	5 yıldan fazla- aralıksız	bir yıldan az- aralıklı	1-2 yıl - aralıklı	3-5 yıl- aralıklı	5 yıldan fazla- aralıklı
226. Yöneticimle ilişkimin süresi	☐	☐	☐	☐	☐	☐	☐	☐

Aşağıdakilerden birini yöneticiniz ile etkileşim ve iletişim sıklığınızı göstermek üzere seçiniz:

	günde birkaç defa	günde bir	haftada bir	iki haftada bir	ayda bir	bir aydan daha fazla arayla
227. Yöneticimle etkileşim ve iletişim sıklığımız	☐	☐	☐	☐	☐	☐

Aşağıdakilerden birini mevcut işinizi yürütebilir hale gelmeniz için şirketinizin size ne kadar zaman ayırdığını göstermek üzere seçiniz:

	iki haftadan az	2-4 hafta arası	1-3 ay arası	üç aydan fazla
228. Mevcut işimi yapabilir hale gelmem için şirketimin bana ayırdığı zaman	☐	☐	☐	☐

Lütfen Internet ve ilişkili teknolojilerle (Intranet, Extranet, WAP, Telekonferans / Videokonferans) cep telefonu kullanımının yöneticinizle ilişkinizi nasıl etkilediğine dair görüşlerinizi belirtiniz:

229.

Lütfen aşağıdakilerden herbiri için organizasyonunuza uyan seçeneği belirtiniz:

	EVET	HAYIR
1. Bana Internet erişimi sağlanmaktadır	☐	☐
2. Bana Intranet erişimi sağlanmaktadır	☐	☐
3. Bana telekonferans/ video konferans erişimi sağlanmaktadır	☐	☐
4. Bana WAP erişimi sağlanmaktadır	☐	☐
5. Yöneticime Internet erişimi sağlanmaktadır	☐	☐
6. Yöneticime Intranet erişimi sağlanmaktadır	☐	☐
7. Yöneticime telekonferans/ video konferans erişimi sağlanmaktadır	☐	☐
8. Yöneticime WAP erişimi sağlanmaktadır	☐	☐
9. Bana notebook sağlanmaktadır	☐	☐
10. Yöneticime notebook sağlanmaktadır	☐	☐
11. Bana PC sağlanmaktadır	☐	☐
12. Yöneticime PC sağlanmaktadır	☐	☐
13. Bana handset sağlanmaktadır	☐	☐
14. Yöneticime handset sağlanmaktadır	☐	☐

15. Bana cep telefonu sağlanmaktadır	☐	☐
	EVET	HAYIR
16. Yöneticime cep telefonu sağlanmaktadır	☐	☐
17. Personelin yazılım problemlerini çözmeye yardım etmek üzere elemanımız bulunmaktadır	☐	☐
18. Personelin donanım problemlerini çözmeye yardım etmek üzere elemanımız bulunmaktadır	☐	☐
19. Bana Internet kullanım eğitimi sağlanmaktadır	☐	☐
20. Yöneticime Internet kullanım eğitimi sağlanmaktadır	☐	☐
21. Bana Intranet kullanım eğitimi sağlanmaktadır	☐	☐
22. Yöneticime Intranet kullanım eğitimi sağlanmaktadır	☐	☐
23. Bana telekonferans / video konferans kullanım eğitimi sağlanmaktadır	☐	☐
24. Yöneticime telekonferans / video konferans kullanım eğitimi sağlanmaktadır	☐	☐
25. Bana WAP teknolojisi kullanım eğitimi sağlanmaktadır	☐	☐
26. Yöneticime WAP teknolojisi kullanım eğitimi sağlanmaktadır	☐	☐
27. Bana PC kullanım eğitimi sağlanmaktadır	☐	☐
28. Yöneticime PC kullanım eğitimi sağlanmaktadır	☐	☐
29. Bana notebook kullanım eğitimi sağlanmaktadır	☐	☐
30. Yöneticime notebook kullanım eğitimi sağlanmaktadır	☐	☐
31. Bana handset kullanım eğitimi sağlanmaktadır	☐	☐
32. Yöneticime handset kullanım eğitimi sağlanmaktadır	☐	☐

Lütfen aşağıdakilerden hangisinin organizasyonunuz için geçerli olduğunu belirtiniz:

	2 seneden azdır	2-5 senedir	6-10 senedir	11-20 senedir	20 seneden büyüktür
33. Şirketin yaşı	☐	☐	☐	☐	☐

Lütfen aşağıdakilerden hangisinin organizasyonunuz için geçerli olduğunu belirtiniz:

	10 kişiden azdır	10-50 kişidir	51-100 kişidir	100 kişiden fazladır
34. Şirketin büyüklüğü	☐	☐	☐	☐

Lütfen aşağıdakilerden hangisinin organizasyonunuz için geçerli olduğunu belirtiniz:

	Tamamen yurtici faaliyetleri olan bir şirkettir	Zaman zaman ihracata yönelik faaliyetleri olan bir şirkettir	Düzenli bir ihracat faaliyeti olan bir şirkettir	İhracattan öte, yabancı şirketlerle yatırım ortaklığı vardır	Çokuluslu bir şirket düzeyinde dir
35. Şirket faaliyetleri açısından	☐	☐	☐	☐	☐

Lütfen aşağıdakilerden hangisinin organizasyonunuz için geçerli olduğunu belirtiniz:

	10 kişiden azdır	10-50 kişidir	51-100 kişidir	100 kişiden fazladır
36. Satış Departmanı büyüklüğü	☐	☐	☐	☐